

RG 104, 8NS-104-94-077
Box 3

8NS-104-94-077, Miscellaneous
Correspondence & Memos, 1897-1994

H.R. 4477 6/14/79 ; Misc.

May 24, 1979

Mrs. Stella B. Hackel
Director, Bureau of the Mint
501 13th Street NW.
Washington, D.C. 20220

Dear Mrs. Hackel:

In the spring of 1977 a proposed staffing plan was submitted for a reduced production program requesting essentially the same total number of employees as was finally approved, with no reference to Wage Leaders in any branches except those currently employing Wage Leaders, i.e., Materials Handling and Count and Review.

Assuming that as a result of recommendations made to the Bureau by various teams, C,S,C, etc., our local Position Management Committee insisted on the following changes:

1. To reduce "layered" supervision the Coin Press Foreman job was abolished and the word "Assistant" was removed from all previous Assistant Foreman position descriptions.
2. To reduce numbers of supervisors, only one supervisor per shift would be assigned to all branches except the Coin Press Branch. In order to provide some leadership back-up for supervisor jobs eliminated, Wage Leaders were proposed to replace those supervisor positions that were abolished.

But because of procedural error, the Union then stepped in and the Leader positions were offered to unit employees instead of displaced supervisors.

As end result, we ended up with twelve (12) less supervisor positions having to provide leadership to employees with obvious low morale and bitterness toward Management, not to mention having to establish a position structure which would best serve mission needs by assuring objectives of continuing increase in employee productivity and yet maintain efficiency, employee motivation, and employee development.

Since the 1977 RIF, with the Bureau's cooperative efforts, Supervisors have been receiving training in areas such as: Labor Relations, Classification, Human Behavior and Leave Procedures, only a few of many training needs in order to arrive at a clear understanding and definition of the kinds and levels of skill and knowledge required for competent supervision.

It has been a slow process, but supervisors are now accepting a more definite role as more authority is emphasized to the job; they are getting more involved in upper management functions. Supervisors are using their full capabilities.

But now it is my understanding that the Bureau is conducting a survey on WS positions along with WL positions, realizing that our objective is a minimum of positions with as low a ratio as possible of managerial and supervisory positions to operation positions. I can assure you that we have a sound use of grade levels (supervision) resulting in a well-balanced position structure where supervisors are fully supported by essential work to be accomplished and they are fully utilized at the level of their positions.

Outlined are some of the problems that can be encountered when staffed without a well balanced supervisory structure.

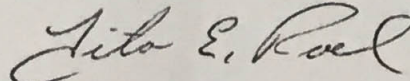
1. An unbalanced number of supervisory positions limit recruiting possibilities and advancement opportunities.
2. Diluting the supervisory attention often forces the sole supervisor to make snap decisions and spend much of his/her time putting out fires rather than being effective, planning work and seeing that it is accomplished.
3. By eliminating supervisory positions, can upper management arrange the duties to give more variety and improve job interest not to mention advancement opportunities.
4. The undersupervised employee becomes dissatisfied and his/her skills deteriorate.
5. When supervision is cut down, communications between supervisor and employees slow down and eats down on cooperative effort.
 - A. Adequate supervision helps reduce bottlenecks, recruiting problems, disciplinary problems, high error rates, grievances, employee cliques, and unmanageable backlogs.
 - B. Line supervision should be constructed to handle upper management functions.

To summarize my concerns after the Reduction in Force, left with fourteen (14) less supervisor positions and with a production program of around 19.6 million pieces per day.

Since then, our ceiling has been raised and unit employees have been added to the production area. No supervisors have been added; now our production program has gone up to 23.30 million pieces per day. As you

can see we have been producing with the same number of supervisors since 1977 and production has increased over four million pieces per day. All I'm asking is that you consider these facts during your survey of supervisors.

Respectfully yours.

A handwritten signature in cursive script that reads "Tito E. Rael". The signature is fluid and elegant, with the first and last names being more prominent than the middle initial.

Tito E. Rael

National Vice President, Zone 3-B
Federal Managers Association

1 **“§ 5301. Definition; policy; purpose**

2 “(a) Total compensation includes payments and entitle-
3 ments which are—

4 “(1) provided by an employer for an employee in
5 exchange for the performance of work and which cost
6 the employer money, either directly or indirectly, now
7 or in the future;

8 “(2) of value to an employee in one or more
9 ways, such as—

10 “(A) by adding cash to an employee’s cur-
11 rent income;

12 “(B) by creating a present value to the em-
13 ployee based on the prospect of future receipt; or

14 “(C) by providing an employee with compen-
15 sated time off;

16 “(3) typically considered compensation in the non-
17 Federal sector; and

18 “(4) measurable;

19 but does not include premium pay, with the exception of pre-
20 mium pay under section 5545(c)(1) of this title, or, with re-
21 spect to a law enforcement officer, premium pay under sec-
22 tion 5545(c)(2) of this title.

23 “(b) It is the policy of Congress that the total compen-
24 sation of Federal employees under this chapter and chapter
25 54 of this title, except employees in the legislative and judi-

1 cial branches under section 5307 of this title and Federal
2 employees under section 5342(a)(2) (B) and (C) of this title
3 and subchapters II and VIII of this chapter, be fixed and
4 adjusted from time to time in a manner consistent with the
5 public interest based on the principles that—

6 “(1) Federal total compensation be comparable
7 with non-Federal total compensation;

8 “(2) Federal total compensation be the same for
9 similar levels of Federal work within a designated pay
10 area;

11 “(3) pay distinctions be maintained in keeping
12 with work and performance distinctions; and

13 “(4) total compensation for the statutory compen-
14 sation systems be interrelated.

15 “(c) The purpose of the Federal compensation program
16 is to provide total compensation which is adequate for re-
17 cruiting, retaining, and managing a well-qualified workforce.

18 “(d) For the purpose of this subchapter, ‘benefit’ means
19 a payment or entitlement, other than basic pay and premium
20 pay, provided for an employee by an employer, as an element
21 of total compensation as defined under subsection (a) of this
22 section.

23 “(e) The President will determine initially and from time
24 to time those benefits which will be evaluated, compared, and

1 included in total compensation for the purpose of this sub-
2 chapter.

3 “(f) For the purposes of this subchapter, ‘statutory com-
4 pensation system’ means a compensation system under—

5 “(1) subchapter III of this chapter, relating to the
6 General Schedule;

7 “(2) subchapter IV of chapter 14 of title 22, re-
8 lating to the Foreign Service of the United States; or

9 “(3) chapter 73 of title 38, relating to the Depart-
10 ment of Medicine and Surgery, Veterans’ Administra-
11 tion.

12 “(g) The total compensation of each statutory compen-
13 sation system shall be fixed and adjusted in accordance with
14 the principles of subsection (b) of this section and the provi-
15 sions under sections 5305, 5306, 5308, and 5309 of this
16 title.”.

17 (b) Section 5303 is repealed.

18 (c) Section 5304 is amended to read as follows:

19 **“§ 5304. Presidential policies; regulations**

20 “Subject to such policies as the President may pre-
21 scribe, the Office of Personnel Management and such other
22 agencies as the President may designate, shall issue regula-
23 tions necessary for the administration of the provisions of this
24 subchapter.”.

25 (d) Section 5305 is amended—

1 (1) in the catchline by striking out "pay" and in-
2 serting in lieu thereof "total compensation";

3 (2) in subsection (a) by striking out the last sen-
4 tence;

5 (3) by amending subsections (a)(1) (A) and (B) to
6 read as follows:

7 "(A) compares, on the basis of appropriate
8 surveys or other measures of non-Federal pay,
9 pay change, benefits and benefits change that
10 shall be provided by the Bureau of Labor Statis-
11 tics or, if unavailable from the Bureau of Labor
12 Statistics, obtained by the Agent from other
13 sources as determined to be appropriate by the
14 President—

15 "(i) the rates of pay for the General
16 Schedule with non-Federal rates of pay for
17 similar levels of work within a designated
18 pay area; and

19 "(ii) the estimated value of Federal
20 benefits with the estimated value of non-Fed-
21 eral benefits;

22 "(B) makes recommendations for appropriate
23 adjustments in pay and benefits for the statutory
24 compensation systems and";

1 (4) by amending subsection (a)(2) to read as fol-
2 lows:

3 “(2) after considering the report of his Agent and
4 the findings and recommendations of the Advisory
5 Committee on Federal Compensation reported to him
6 under section 5306(b)(3) of this title, adjust the total
7 compensation of each statutory compensation system in
8 accordance with the principles under section 5301(b) of
9 this title, effective as of the beginning of the first appli-
10 cable pay period commencing on or after October 1 of
11 the applicable year, by adjusting the rates of pay of
12 each statutory compensation system or by making such
13 adjustments as he deems appropriate under section
14 5309 or by an appropriate combination of such adjust-
15 ments; and”;

16 (5) by amending subsection (a)(3) to read as fol-
17 lows:

18 “(3) transmit to Congress a report of the compen-
19 sation adjustment, specifying the percentage adjust-
20 ments in the rates of pay and the adjustments in bene-
21 fits for employees under the General Schedule and for
22 employees under the other statutory compensation sys-
23 tems, together with a copy of the report submitted to
24 him by his agent and the findings and recommenda-
25 tions of the Advisory Committee on Federal Compens-

1 sation reported to him under section 5306(b)(3) of this
2 title.”;

3 (6) in subsection (b)—

4 (A) by striking out “Pay Council” each time
5 it appears and inserting in lieu thereof “Compensation
6 Council”;

7 (B) by striking out “agent” and inserting in
8 lieu thereof “Compensation Agent”;

9 (C) by redesignating paragraphs (1) through
10 (4) as paragraphs (3) through (6), respectively;
11 and

12 (D) by inserting before paragraph (3) (as re-
13 designated by this section) the following:

14 “(1) define, as appropriate, the boundaries of indi-
15 vidual local pay areas for employees under the General
16 Schedule;

17 “(2) obtain and consider the views and recommen-
18 dations of the Secretary of State or the Administrator
19 of Veterans’ Affairs, as appropriate, whenever a sys-
20 tems change is contemplated which would affect a stat-
21 utory compensation system designated in section
22 5301(f) (2) or (3) of this title;”;

23 (7) in subsection (b)(3) (as redesignated by this
24 section) by inserting after “represent” the following: “,
25 in the case of labor organizations, or include in their

1 membership, in the case of other organizations,"; by
2 striking out "pay systems" and inserting in lieu thereof
3 "compensation systems"; and by inserting after "repre-
4 sented by" the following: "or included in";

5 (8) by amending subsection (b)(4) (as redesignated
6 by this section) to read as follows:

7 "(3) provide for meetings with the Federal Em-
8 ployees Compensation Council and give thorough con-
9 sideration to the views and recommendations of the
10 Council and the individual views and recommendations,
11 if any, of the members of the Council regarding—

12 "(A) the types of benefits to be included in
13 benefit surveys conducted by the Bureau of Labor
14 Statistics or, if unavailable from the Bureau of
15 Labor Statistics, obtained by the Agent from
16 other sources as determined to be appropriate by
17 the President under section 5305(a)(1)(A) of this
18 section;

19 "(B) the coverage of pay and benefit surveys
20 for the statutory compensation systems conducted
21 by the Bureau of Labor Statistics or, if unavail-
22 able from the Bureau of Labor Statistics, other
23 sources as determined to be appropriate by the
24 President (including, but not limited to, the occu-

1 pations, establishment sizes, industries, and geo-
2 graphical areas to be surveyed);

3 “(C) the process of comparing rates of pay of
4 the statutory compensation systems with non-Fed-
5 eral rates of pay for similar levels of work within
6 a designated pay area;

7 “(D) the adjustments in benefit provisions
8 that should be made and the relationship of the
9 value of benefits to pay adjustments for the statu-
10 tory compensation systems; and

11 “(E) the adjustments in the rates of pay of
12 the statutory compensation systems that should be
13 made to achieve comparability between Federal
14 total compensation and non-Federal total compen-
15 sation.”;

16 (9) in subsection (b)(5) (as redesignated by this
17 section) by striking out “(2)(A)–(C)” and inserting in
18 lieu thereof “(4)(A)–(E)”;

19 (10) by amending subsection (c)(1) to read as fol-
20 lows:

21 “(c)(1) If, because of national emergency or economic
22 conditions affecting the general welfare, the President
23 should, in any year, consider it inappropriate to make the
24 total compensation adjustments required by subsection (a) of
25 this section or section 5343 of this title or authorized under

1 sections 5309 and 5394 of this title, he shall prepare and
2 transmit to Congress before September 1 of that year such
3 alternative plan with respect to total compensation adjust-
4 ments as he considers appropriate, together with the reasons
5 therefor, in lieu of the total compensation adjustments re-
6 quired by subsection (a) of this section or section 5343 of this
7 title or authorized under sections 5309 and 5394 of this title.
8 The report transmitted to Congress under this subsection
9 shall specify the percentage adjustments in the rates of pay
10 under the statutory compensation systems, the Prevailing
11 Rate Systems, and the Special Occupational Services, and
12 shall specify adjustments in benefits under section 5309 of
13 this title.”;

14 (11) in subsection (c)(2) by striking out that por-
15 tion of the first sentence which follows “transmitted”,
16 and inserting in lieu thereof “Congress adopts and the
17 President approves a joint resolution disapproving the
18 alternative plan or, in the event the President returns
19 the joint resolution to Congress with his objections,
20 two-thirds of each House of Congress agree to pass
21 and approve the joint resolution. Upon such a joint res-
22 olution becoming law, the total compensation adjust-
23 ments for the statutory compensation systems, the Pre-
24 vailing Rate Systems, and the Special Occupational

1 Services shall be made in accordance with subsection
2 (m) of this section.”;

3 (12) in subsections (d) through (k) by inserting
4 before “resolution” and “resolutions” each time they
5 appear the following: “joint”;

6 (13) by amending subsection (l) to read as follows:

7 “(l) The rates of pay and benefit provisions which
8 become effective under this section are the rates of pay and
9 benefit provisions applicable to each position concerned, and
10 each class of positions concerned, under a statutory compen-
11 sation system.”;

12 (14) by amending subsection (m) to read as fol-
13 lows:

14 “(m) If a joint resolution disapproving an alternative
15 plan becomes law as provided in subsection (c)(2) of this sec-
16 tion, the President shall, in lieu of such alternative plan,
17 adjust the total compensation or, if the benefit adjustment has
18 been disapproved as provided by section 5309(d)(1) of this
19 title, the rates of pay of the statutory compensation systems,
20 by appropriate amounts reflecting the changes that have oc-
21 curred in non-Federal compensation for the various levels of
22 work during the twelve-month period preceding the most
23 recent national survey or other measure of non-Federal com-
24 pensation described in subsection (a)(1)(A) of this section, as
25 such changes have been measured under that subsection.

1 Such adjustments shall be effective as of the beginning of the
 2 first applicable pay period beginning either on or after the
 3 date on which the joint resolution becomes law, or on or after
 4 October 1, whichever is later. Total compensation adjust-
 5 ments for the Prevailing Rate Systems, and the Special Oc-
 6 cupational Services shall be made in amounts and at times
 7 determined to be appropriate to provide equitable treatment
 8 in relation to the treatment afforded the statutory compensa-
 9 tion systems under the first sentence of this subsection.”;

10 (15) in subsection (n) by inserting after “rates of
 11 pay” the following: “or benefit provisions”;

12 (16) in subsection (n)(1) by striking out “in-
 13 creases” and inserting in lieu thereof “adjustments”;
 14 and

15 (17) in subsection (o) by inserting after “section”
 16 the following: “and benefit provisions under section
 17 5309 of this title”.

18 (e) Section 5306 is amended—

19 (1) in the catchline by striking out “Pay” and in-
 20 serting in lieu thereof “Compensation”;

21 (2) in subsection 5306(a) by striking out “Pay”
 22 and inserting in lieu thereof “Compensation”;

23 (3) in subsection 5306(b)(1) by striking out
 24 “agent” and inserting in lieu thereof “Compensation
 25 Agent”; and

1 (4) in subsection 5306(b)(2) by adding “and bene-
2 fit” after “pay” and by striking out “agent” wherever
3 it appears and inserting in lieu thereof “Compensation
4 Agent”.

5 (f) Subchapter I of chapter 53 is amended by adding at
6 the end thereof the following new section:

7 **“§5309. Adjustment of benefits; effect on pay-fixing au-**
8 **thorities**

9 “(a) Notwithstanding any other provision of law, in
10 order to carry out the policy and purpose stated in section
11 5301 of this title, the President may establish new employee
12 benefit and modify or discontinue existing employee benefit
13 provisions, except those relating to retirement benefits, in-
14 cluding, but not limited to, provisions relating to the types
15 and amounts of benefits and the contributions for benefits.
16 Presidential actions under this subsection are applicable to
17 Federal employees paid under the statutory compensation
18 systems, the merit pay system, the Senior Executive Service,
19 the Executive Schedule and Special Occupational Services,
20 or defined in section 5342(a)(2)(A) of this title, and executive
21 branch employees paid under section 5307 of this title.
22 Except for employees covered under section 5305(a)(2) of
23 this title, the President shall prescribe the effective dates of
24 the adjustments for individuals who are covered by a benefit
25 adjusted under this section.

1 “(b) Adjustments under this section shall be based on
2 the evaluation and comparison of benefits included in total
3 compensation under section 5301(e) and on data provided by
4 the Bureau of Labor Statistics or, if unavailable from the
5 Bureau of Labor Statistics, obtained from other sources as
6 determined to be appropriate by the President under section
7 5305(a)(1)(A).

8 “(c) Actuarial and economic assumptions used in benefit
9 evaluations shall conform with assumptions made under sub-
10 part C of part II of title I of the Budget and Accounting
11 Procedures Act of 1950, as amended.

12 “(d)(1) The President shall transmit to each House of
13 Congress before September 1 of any appropriate year a
14 report which discusses proposed adjustments under this sec-
15 tion. Any such adjustment becomes effective as of the first
16 applicable pay period commencing on or after October 1 of
17 the applicable year for employees covered by section
18 5305(a)(2) of this title, or as of such date or dates as the
19 President may prescribe for other employees covered by this
20 section unless, before the end of the first period of 30 calen-
21 dar days of continuous session of Congress after the date on
22 which the report is transmitted, Congress adopts and the
23 President approves a joint resolution disapproving the pro-
24 posed adjustment or, if the President returns the joint resolu-
25 tion to Congress with his objections, two-thirds of each

1 House of Congress agree to pass and approve the joint reso-
2 lution, in which case, except as provided by paragraph (2) or
3 (3) of this subsection, adjustment of the total compensation of
4 each statutory compensation system shall be accomplished by
5 adjusting the rates of pay of each such system by an amount
6 necessary to achieve total compensation comparability and
7 shall be made effective as provided by section 5305(a)(2) of
8 this title. The continuity of a session is broken only by an
9 adjournment of the Congress sine die, and the days on which
10 either House is not in session because of an adjournment of
11 more than 3 days to a day certain are excluded in the compu-
12 tation of the 30-day period.

13 “(2) If an alternative plan submitted under section
14 5305(c)(1) of this title is subsequently disapproved as pro-
15 vided by section 5305(c)(2) of this title, each adjustment
16 under this section shall be made effective as provided by sec-
17 tion 5305(m) of this title.

18 “(3) If an alternative plan submitted under section
19 5305(c)(1) of this title is not subsequently disapproved, the
20 adjustment of the total compensation of each statutory com-
21 pensation system shall be accomplished by adjusting the rates
22 of pay of each such system by an amount equivalent to the
23 adjustment in total compensation specified in the alternative
24 plan and shall be made effective as provided by section
25 5305(c)(2) of this title.

1 “(e) Subsections (f) through (l) of this section are en-
2 acted by Congress—

3 “(1) as an exercise of the rulemaking power of the
4 Senate and the House of Representatives, respectively,
5 and as such they are deemed a part of the rules of
6 each House, respectively, but applicable only with re-
7 spect to the procedure to be followed in the House in
8 the case of joint resolutions described by this section;
9 and they supersede other rules only to the extent that
10 they are inconsistent therewith; and

11 “(2) with full recognition of the constitutional
12 right of either House to change the rules (so far as re-
13 lating to the procedure of that House) at any time, in
14 the same manner, and to the same extent as in the
15 case of any other rule of that House.

16 “(f) If the committee, to which has been referred a joint
17 resolution disapproving the benefit adjustments proposed by
18 the President, has not reported the joint resolution at the end
19 of 10 calendar days after its introduction, it is in order to
20 move either to discharge the committee from further consid-
21 eration of the joint resolution or to discharge the committee
22 from further consideration of any other joint resolution with
23 respect to the same benefit adjustments which has been re-
24 ferred to the committee.

1 “(g) A motion to discharge may be made only by an
2 individual favoring the joint resolution, is highly privileged
3 (except that it may not be made after the committee has re-
4 ported a joint resolution with respect to the same recommen-
5 dation), and debate thereon is limited to not more than 1
6 hour, to be divided equally between those favoring and those
7 opposing the joint resolution. An amendment to the motion is
8 not in order, and it is not in order to move to reconsider the
9 vote by which the motion is agreed to or disagreed to.

10 “(h) If the motion to discharge is agreed to, or disagreed
11 to, the motion may not be renewed, nor may another motion
12 to discharge the committee be made with respect to any
13 other joint resolution with respect to the same benefit adjust-
14 ments.

15 “(i) When the committee has reported, or has been dis-
16 charged from further consideration of, a joint resolution with
17 respect to benefit adjustments, it is at any time thereafter in
18 order (even though a previous motion to the same effect has
19 been disagreed to) to move to proceed to the consideration of
20 the joint resolution. The motion is highly privileged and is
21 not debatable. An amendment to the motion is not in order,
22 and it is not in order to move to reconsider the vote by which
23 the motion is agreed to or disagreed to.

24 “(j) Debate on the joint resolution is limited to not more
25 than 2 hours, to be divided equally between those favoring

1 and those opposing the joint resolution. A motion further to
 2 limit debate is not debatable. An amendment to, or motion to
 3 recommit, the joint resolution is not in order, and it is not in
 4 order to move to reconsider the vote by which the joint reso-
 5 lution is agreed to or disagreed to.

6 “(k) Motions to postpone, made with respect to the dis-
 7 charge from committee, or the consideration of, a joint reso-
 8 lution with respect to benefit adjustments, and motions to
 9 proceed to the consideration of other business, are decided
 10 without debate.

11 “(l) Appeals from the decisions of the Chair relating to
 12 the application of the rules of the Senate or the House of
 13 Representatives, as the case may be, to the procedure relat-
 14 ing to a joint resolution with respect to benefit adjustments
 15 are decided without debate.

16 “(m) The adjustment that takes effect under this section
 17 shall modify, supersede, or render inapplicable, as the case
 18 may be, to the extent inconsistent therewith—

19 “(1) pertinent provisions of relevant benefit laws
 20 enacted prior to the effective date or dates of all or
 21 part (as the case may be) of the adjustment; and

22 “(2) any prior recommendations or adjustments
 23 which took effect under this section or prior provisions
 24 of law.

1 “(n) The adjustment that takes effect under this section
2 shall be printed in the Federal Register and the Code of Fed-
3 eral Regulations.

4 “(o) Any adjustment shall be initially made, effective on
5 the effective date of the adjustment, under conversion rules
6 prescribed by the President or by such agencies as the Presi-
7 dent may designate.

8 “(p) Notwithstanding any other provision of law, the
9 President shall direct any other pay-fixing authority for em-
10 ployees whose total compensation is fixed and adjusted under
11 this chapter to take into account the difference in Federal and
12 non-Federal benefit values in making appropriate pay adjust-
13 ments.”.

14 (g) Section 5332(a) is amended to read as follows:

15 “(a) The General Schedule, the symbol for which is GS,
16 is the basic pay schedule from which local pay area schedules
17 are derived for positions to which this subchapter applies.
18 The head of each agency having General Schedule employees
19 in a local pay area, as defined under section 5305(b)(1) of this
20 title, shall apply to each such employee, except an employee
21 covered by the merit pay system established under section
22 5402 of this title, the pay schedule established by the Presi-
23 dent for General Schedule employees in that local pay area
24 and such pay shall be considered basic pay in accordance
25 with the General Schedule.”.

1 (h) Section 5333 is amended to read as follows:

2 **"§ 5333. Minimum rate for new appointments; higher**
3 **rates for supervisors of employees paid under**
4 **other systems**

5 "(a) New appointments shall be at the minimum rate of
6 the appropriate grade.

7 "(b) Under regulations prescribed by the Office of Per-
8 sonnel Management, an employee in a position to which this
9 subchapter applies, who regularly has responsibility for su-
10 pervision (including supervision over technical aspects of the
11 work concerned) over employees who are under a different
12 pay system may be paid an amount greater than the highest
13 rate of basic pay of any such employee regularly under his/
14 her supervision, even if such amount is greater than the high-
15 est amount of the supervisors grade. This pay adjustment
16 shall be reduced or withdrawn when conditions warrant, as
17 specified in regulations prescribed by the Office of Personnel
18 Management."

19 (i) Section 5334 is amended—

20 (1) by amending subsection (b) to read as follows:

21 "(b)(1) An employee who is promoted or transferred to a
22 position in a higher grade is entitled to basic pay at the
23 lowest rate of the higher grade which exceeds his/her exist-
24 ing rate of basic pay by not less than two step-increases of
25 the grade from which he/she is promoted or transferred.

1 “(2) If, in the case of an employee so promoted or trans-
2 ferred who is receiving basic pay at a rate in excess of the
3 maximum rate of his/her grade, there is no rate in the higher
4 grade which is at least two step-increases above his/her ex-
5 isting rate of basic pay, he/she is entitled to—

6 “(A) the maximum rate of the higher grade; or

7 “(B) his/her existing rate of basic pay, if that rate
8 is the higher.

9 “(3) If an employee so promoted or transferred is re-
10 ceiving basic pay at a rate saved to him/her under sub-
11 chapter VI of this chapter on grade and pay retention, he/
12 she is entitled to—

13 “(A) basic pay at the lowest rate of the higher
14 grade which exceeds the retained rate by not less than
15 two step-increases of the grade from which promoted,
16 if the employee is receiving a retained rate under sec-
17 tion 5362 of this chapter;

18 “(B) basic pay at the lowest rate of the higher
19 grade which exceeds the maximum rate of the lower
20 grade by not less than two step-increases of the lower
21 grade, if the employee is receiving a retained rate
22 under section 5363 of this chapter; or

23 “(C) the retained rate of pay, if that rate is
24 higher.

1 “(4) Notwithstanding the provisions of this subsection,
 2 the Office of Personnel Management may prescribe regula-
 3 tions to ensure that upon repromotion of an employee to a
 4 formerly held grade, the scheduled rate of pay is set at the
 5 lowest rate which equals or exceeds the rate he/she would
 6 have attained had he/she remained in that grade, or at the
 7 highest previous rate, whichever is higher.”; and

8 (2) by adding at the end thereof the following new
 9 subsection—

10 “(g) For purposes of this section, ‘rate of basic pay’
 11 means the rate of pay fixed by law or administrative action
 12 for the position held by the employee before any deductions
 13 and exclusive of additional pay of any kind. This exclusion of
 14 additional pay applies to overtime, Sunday, and holiday pay;
 15 night differential; unusually severe working conditions or
 16 hazard differential; remote worksite allowance; identifiable
 17 cost of living allowance; recruitment and retention allowance;
 18 or any other premium pay, differential, allowance, or add-on
 19 of any kind.”.

20 (j) Section 5335 is amended—

21 (1) by striking out “permanent” in subsection (a);
 22 and

23 (2) by striking out subsection (d) and inserting in
 24 lieu thereof the following:

1 “(d) The following are not equivalent increases in pay
2 within the meaning of subsection (a) of this section:

3 “(1) an increase in pay granted by statute;

4 “(2) such other increases in pay as the Office may
5 determine should not be considered equivalent in-
6 creases.”.

7 (k) Section 5341 is amended—

8 (1) in paragraph (3) by striking out “; and” and
9 inserting in lieu thereof “for prevailing rate employees
10 as defined under section 5342(a)(2) (B) and (C);”;

11 (2) in paragraph (4) by striking out “rates of pay”
12 and inserting in lieu thereof “total compensation”, and
13 at the end thereof by striking out the period and insert-
14 ing in lieu thereof “; and”; and

15 (3) by adding at the end thereof the following new
16 paragraph:

17 “(5) total compensation for prevailing rate em-
18 ployees as defined under section 5342(a)(2)(A) of this
19 title will be fixed and adjusted in accordance with the
20 principles in section 5301 of this title.”.

21 (l) Section 5343 is amended—

22 (1) in subsection (a) by striking out “The pay”
23 and inserting in lieu thereof “Subject to paragraph (3)
24 of this subsection, the pay”; and

1 (2) in subsection (a)(3) by striking out the semi-
2 colon and inserting in lieu thereof “, except that, for
3 prevailing rate employees as defined under section
4 5342(a)(2)(A) of this title, a lead agency in establishing
5 and adjusting the wage schedules and rates shall take
6 into account the difference in Federal and non-Federal
7 benefit values in making those adjustments, as directed
8 by the President pursuant to section 5309(p) of this
9 title;”.

10 (m) Section 5347(e) is amended by striking the first sen-
11 tence and inserting in lieu thereof “The Committee shall
12 study the prevailing rate system and other matters pertinent
13 to the establishment of prevailing rates under this subchapter
14 and the benefit provisions adjusted under section 5309 of this
15 title for employees as defined under section 5342(a)(2)(A) of
16 this title, and shall, from time to time, advise the Office of
17 Personnel Management thereon.”.

18 (n) Section 5363(a)(2) is repealed.

19 (o) Chapter 53 is amended by inserting after section
20 5375 the following new section:

21 **“§ 5376. Special project employees**

22 “(a) For the purpose of this section—

23 “(1) ‘agency’ has the meaning given to it by sec-
24 tion 5102(a) of this title; and

1 “(2) ‘special project employee’ means an employ-
2 ee who is employed under an economic or educational
3 opportunity program and who is designated as such by
4 the head of an agency in accordance with regulations
5 prescribed by the Office of Personnel Management.

6 “(b) The head of each agency shall pay special project
7 employees at rates, or within limits, prescribed by that
8 Office.”.

9 (p) Chapter 53 is amended by adding at the end thereof
10 the following new subchapter:

11 “SUBCHAPTER IX—SPECIAL OCCUPATIONAL
12 SERVICES

13 “§ 5391. Definitions

14 “(a) For the purpose of this subchapter, ‘agency’, ‘em-
15 ployee’, ‘position’, ‘class’, and ‘grade’ have the meanings
16 given them by section 5102 of this title.

17 “(b) ‘Pay level’ means the applicable rate or range of
18 rates of basic pay from which an employee is paid when the
19 use of ‘class’ or ‘grade’ is not appropriate.

20 “§ 5392. Special Occupational Services

21 “(a) It is the purpose of this subchapter to authorize the
22 Office of Personnel Management in consultation with the
23 Office of Management and Budget to establish, in accordance
24 with the principles in section 5301 of this title, Special Occu-
25 pational Services which will include all positions in specific

1 occupations or groups of occupations for which the Office has
2 determined the Government would be significantly handi-
3 capped in recruiting a well-qualified workforce or in directing
4 the efficient internal management of that workforce if the
5 positions in those specific occupations or groups of occupa-
6 tions were included under the General Schedule. These de-
7 terminations shall be based on such factors as—

8 “(1) significantly higher total compensation pre-
9 vailing in the non-Federal sector for comparable work
10 levels in the specific occupations or groups of occupa-
11 tions than would be paid by the Government if the oc-
12 cupations or groups of occupations were included under
13 the General Schedule; or

14 “(2) significantly different methods of determining
15 job value in the occupations or groups of occupations
16 prevailing in the non-Federal sector which make it dif-
17 ficult or impractical to make comparisons of grade and
18 compensation levels between Federal and non-Federal
19 positions;

20 when such factors are demonstrably related to recruitment or
21 efficient internal management of a well-qualified workforce.

22 “(b) The Office in consultation with the Office of Man-
23 agement and Budget shall abolish a Special Occupational
24 Service and place its positions under the General Schedule

1 when the conditions which require its continuance no longer
2 exist.

3 “(c) The Office in consultation with the Office of Man-
4 agement and Budget may combine or modify Special Occupa-
5 tional Services, as appropriate.

6 “(d) In carrying out its function under this section, the
7 Office shall consult with representatives of employee organi-
8 zations which represent, in the case of labor organizations, or
9 include in their membership, in the case of other organiza-
10 tions, substantial numbers of employees in positions in the
11 occupations or groups of occupations to be included in the
12 Special Occupational Service, to consider their views and
13 recommendations regarding the establishment, modification,
14 or abolishment of such Service and such other matters as
15 considered to be appropriate by the Office.

16 **“§ 5393. Job evaluation or alinement plans**

17 “(a) Notwithstanding the provisions of chapter 51 of
18 title 5, United States Code, the Office of Personnel Manage-
19 ment may establish job evaluation or alinement plans as ap-
20 propriate for each Special Occupational Service.

21 “(b) The job evaluation or alinement plans may be based
22 on a position classification system, in the same manner as the
23 General Schedule, or may be based on other methods as de-
24 termined to be appropriate by the Office.

1 **“§ 5394. Compensation plan**

2 “(a) The total compensation for each of the Special Oc-
3 cupational Services shall be—

4 “(1) fixed and from time to time adjusted consist-
5 ent with the public interest; and

6 “(2) maintained generally in line with pay rates
7 within appropriate local or national pay areas for non-
8 Federal work requiring similar levels of skills and abili-
9 ties taking into account the difference in Federal and
10 non-Federal benefit values in making those adjust-
11 ments, as directed by the President pursuant to section
12 5309(p) of this title.

13 “(b) The Office of Personnel Management shall estab-
14 lish, administer, and abolish the pay-setting procedures for
15 each of the Special Occupational Services in accordance with
16 the purposes and policies in section 5301 of this title. These
17 procedures shall provide for—

18 “(1) definition of the boundaries of the pay area or
19 areas determined by the Office to be appropriate for
20 pay rate determination;

21 “(2) collection, analysis, and use of data which
22 shall be provided by the Bureau of Labor Statistics or
23 other source as determined to be appropriate by the
24 Office:

1 “(3) such participation by agencies as the Office
2 considers appropriate;

3 “(4) periodic review of the pay rates for each of
4 the schedules established under section 5392 of this
5 title to ensure continued adherence to the purposes and
6 policies established in section 5301 of this title; and

7 “(5) taking into account the difference in Federal
8 and non-Federal benefit values in making those adjust-
9 ments, as directed by the President pursuant to section
10 5309(p) of this title.

11 “(c) The Office shall initially establish and thereafter
12 adjust or abolish, in accordance with the provisions of this
13 section, a pay schedule or schedules for each of the Special
14 Occupational Services, the designations for which shall be
15 determined by the Office.

16 “(d) Each employee determined to be included in one of
17 the Special Occupational Services shall be paid under the
18 appropriate schedule in accordance with the provisions of this
19 subchapter.

20 “(e) Each agency shall identify those employees under
21 its jurisdiction covered by each Special Occupational Service
22 and shall place each such employee in the appropriate grade
23 or pay level in conformance with standards or other instruc-
24 tions published by the Office of Personnel Management.

25 When facts warrant, an agency may change an employee

1 whom it has placed in a grade or pay level under this section
2 from that grade or pay level to another grade or pay level.
3 Subject to subchapter VI of chapter 53 of this title, these
4 actions of an agency are the basis for pay and personnel
5 transactions until changed by certificate of the Office of Per-
6 sonnel Management.

7 “(f) For each Special Occupational Service, the Office
8 shall prescribe policies for fixing the rates to be paid employ-
9 ees upon appointment, transfer, change of grade or pay level,
10 or other personnel action and, as appropriate, conditions
11 under which employees shall advance through the range of
12 each grade or pay level.

13 “(g) For each Special Occupational Service, the Office
14 shall—

15 “(1) determine the applicability of premium pay,
16 such as overtime pay (or compensatory time off in lieu
17 thereof), Sunday pay, holiday pay, standby or on-call
18 pay, hazardous duty pay, or night differential pay:

19 “(2) prescribe the conditions under which pay-
20 ments of such premium pay shall be made; and

21 “(3) prescribe the rates of such payments.

22 **“§ 5395. Annual report**

23 “The Office of Personnel Management shall make an
24 annual report on the operation of the Special Occupational

1 Services established under this subchapter to the President
2 for transmittal to the Congress.

3 **“§ 5396. Regulations**

4 “The Office of Personnel Management shall prescribe
5 regulations to carry out the purpose of this subchapter.”.

6 (q) The analysis of chapter 53 is amended—

7 (1) in the chapter title by striking out “PAY
8 RATES AND SYSTEMS” and inserting in lieu there-
9 of “FEDERAL COMPENSATION PROGRAM”;

10 (2) in the heading for subchapter I by striking out
11 “PAY COMPARABILITY SYSTEM” and inserting
12 in lieu thereof “TOTAL COMPENSATION COMPA-
13 RABILITY SYSTEM”;

14 (3) by striking out item
15 “5301. Policy.”

and inserting in lieu thereof

“5301. Definition; policy; purpose.”;

16 (4) in item 5304 by striking out “and” and insert-
17 ing in lieu thereof “;”;

18 (5) in item 5305 by striking out “pay” and insert-
19 ing in lieu thereof “compensation”;

20 (6) in item 5306 by striking out “Pay” and insert-
21 ing in lieu thereof “Compensation”;

22 (7) by inserting after the item relating to section
23 5308 the following new item:

“5309. Adjustment of benefits; effect on pay-fixing authorities.”;

1 (8) by inserting after the item relating to section
2 5375 the following new item:

“5376. Special project employees.”;

3 and

4 (9) by adding at the end thereof the following new
5 item:

“SUBCHAPTER IX—SPECIAL OCCUPATIONAL SERVICES

“5391. Definitions.

“5392. Special Occupational Services.

“5393. Job evaluation or alinement plans.

“5394. Compensation plan.

“5395. Annual report.

“5396. Regulations.”.

6 PREVAILING RATE SYSTEMS AMENDMENTS

7 SEC. 3. (a) Section 5343 is amended—

8 (1) in subsection (a)(3) by striking out “(d)” and
9 inserting in lieu thereof “(5)”;

10 (2) by amending subsection (b) to read as follows:

11 “(b) The Office of Personnel Management shall establish
12 an annual schedule of wage surveys, except that a full-scale
13 wage survey shall be conducted in each wage area at least
14 every third year.”;

15 (3) in subsection (c)(1) by striking out “subject to
16 subsection (d) of this section,” and by striking out “pri-
17 vate” each place it appears and inserting in lieu there-
18 of “non-Federal”;

1 (4) in subsection (c) by redesignating paragraphs
2 (5) and (6) as paragraphs (6) and (7), respectively;

3 (5) by inserting after subsection (c)(4) the follow-
4 ing new paragraph:

5 “(5) for requirements for the development of
6 proper differentials for work performed at night: *Pro-*
7 *vided*, That the differentials under this paragraph shall
8 be part of basic pay;” and

9 (6) by repealing subsections (d), (e), and (f).

10 (b) No employee, as defined by section 5342(a)(2) of title
11 5, United States Code, will lose pay as a result of the initial
12 application of any provision of this Act.

13 (c) The changes made by this Act with respect to an
14 affected employee shall not act to reduce to below 3 percent
15 the amount of such employee's wage adjustment pursuant to
16 the first full-scale wage survey ordered on or after October 1,
17 1979. Thereafter, an employee whose rate of basic pay has
18 been retained under subsection (b) shall receive one-half of
19 each wage schedule adjustment applicable to the maximum
20 rate of his/her grade so long as he/she (1) continues in the
21 same agency without a break in service of one workday or
22 more; (2) is not entitled to a higher scheduled rate of pay by
23 operation of the Federal Wage System; and (3) is not demot-
24 ed or reassigned (A) for personal cause, or (B) at his/her
25 request.

1 (d) The Office of Personnel Management shall prescribe
2 such regulations as may be necessary to carry out the provi-
3 sions of this section.

4 PREMIUM PAY AND ALLOWANCES AMENDMENTS

5 SEC. 4. (a) Section 4109(a)(1) of this title is amended to
6 read as follows:

7 “(1) pay all or part of the pay of an employee of
8 the agency for a period of training under this chapter,
9 except that overtime, holiday, or night differential pay
10 may be paid to an employee for a period of training
11 only under the following conditions:

12 “(A) the employee is a nonexempt employee
13 as defined in section 5541 of this title;

14 “(B) the period of training is by, in, or
15 through a Government facility; and

16 “(C) the employee’s attendance is directed
17 by the Agency; and”.

18 (b) Section 5541 is amended—

19 (1) in paragraph (2)—

20 (A) at the end of subparagraph (B) by strik-
21 ing out “and”;

22 (B) after subparagraph (C) by inserting the
23 following new subparagraphs:

24 “(D) a prevailing rate employee in or under
25 the Office of the Architect of the Capitol who is

1 paid on a daily or hourly basis and who is not
2 subject to chapter 51 of this title; and

3 “(E) a prevailing rate employee as defined
4 by section 5342(a)(2)(B) of this title;”;

5 (C) by repealing subparagraph (xi);

6 (D) at the end of subparagraph (xv) by strik-
7 ing out “or”;

8 (E) at the end of subparagraph (xvi) by strik-
9 ing out the period and inserting in lieu thereof a
10 semicolon; and

11 (F) after subparagraph (xvi) by inserting the
12 following new subparagraphs:

13 “(xvii) an employee whose pay is fixed and
14 adjusted under subchapter IX of chapter 53 of
15 this title; or

16 “(xviii) a special project employee as defined
17 by section 5376 of this title.”; and

18 (2) after paragraph (2) by inserting the following
19 new paragraphs:

20 “(3) an ‘exempt employee’ is an employee who is
21 not subject to the overtime pay provisions of section 7
22 of the Fair Labor Standards Act of 1938, as amended;

23 “(4) a ‘nonexempt employee’ is an employee who
24 is subject to the overtime pay provisions of section 7 of
25 the Fair Labor Standards Act of 1938, as amended;

1 “(5) ‘hours of work’ includes, but is not limited to,
2 all hours during which an employee is suffered or per-
3 mitted to work and all hours during which an employ-
4 ee is authorized to be absent from duty with pay;

5 “(6) ‘hourly regular rate of pay’ means the total
6 remuneration paid to an employee in a workweek di-
7 vided by all hours worked by the employee during the
8 workweek; and

9 “(7) ‘total remuneration’ includes all remuneration
10 for employment paid to, or on behalf of, an employee,
11 except—

12 “(A) payments as rewards for service which
13 are not measured by or dependent on hours
14 worked, production, or efficiency;

15 “(B) payments for travel expenses or other
16 similar expenses incurred by an employee in fur-
17 therance of an agency’s interest which are not re-
18 lated to hours worked;

19 “(C) payments at the sole discretion of an
20 agency which are not related to hours worked;

21 “(D) contributions by an agency to a fund for
22 retirement, insurance or similar benefits;

23 “(E) extra compensation provided by a pre-
24 mium rate paid for hours worked by an employee

1 in excess of the normal workweek applicable to
2 the employee;

3 “(F) extra compensation provided by a pre-
4 mium paid for hours worked on a Sunday or a
5 holiday which is at least one and one-half times
6 an employee’s rate of pay for work performed in
7 nonovertime hours; or

8 “(G) extra compensation provided by a night
9 pay differential which is at least one and one-half
10 times an employee’s rate of pay for work per-
11 formed in nonovertime hours.”.

12 (c) Section 5542 is amended—

13 (1) by amending subsection (a) to read as follows:

14 “(a) For a full-time employee, hours of work outside the
15 employee’s basic workweek as defined in section 6101(a) of
16 this title and which exceed 40 hours in an administrative
17 workweek are overtime work. For a part-time employee,
18 hours of work outside the employee’s scheduled tour of duty
19 and which exceed 40 hours in an administrative workweek
20 are overtime work. For an intermittent employee, hours of
21 work which exceed 40 hours in an administrative workweek
22 are overtime work. An employee shall be paid for overtime
23 work, except as otherwise provided by this subchapter, at the
24 following rates:

1 “(1) For an exempt employee, the employee shall
2 be paid for officially ordered or approved overtime
3 work at an overtime hourly rate of pay equal to one
4 and one-half times the hourly rate of basic pay of the
5 employee, except that an employee paid under sub-
6 chapter III of chapter 53 or chapter 54 of this title
7 whose basic pay is at a rate which exceeds the mini-
8 mum rate of basic pay for GS-10 shall be paid at an
9 overtime hourly rate of pay equal to one and one-half
10 times the hourly rate of the minimum rate of basic pay
11 for GS-10.

12 “(2) For a nonexempt employee, the overtime
13 hourly rate of pay is an amount equal to one and one-
14 half times the hourly regular rate of pay of the em-
15 ployee.”; and

16 (2) by amending subsection (b)(2) to read as fol-
17 lows:

18 “(2) time spent in a travel status away from the
19 official duty station of an employee is hours of work
20 when the travel meets one of the following condi-
21 tions—

22 “(A) for an exempt employee, the travel is
23 performed during the scheduled tour of duty of the
24 employee, or the travel is performed outside the
25 scheduled tour of duty of the employee and the

1 travel (i) involves the performance of work while
2 traveling, (ii) is incident to travel that involves the
3 performance of work while traveling, (iii) is car-
4 ried out under arduous conditions, or (iv) results
5 from an event which could not be scheduled or
6 controlled administratively; or

7 “(B) for a nonexempt employee, the travel is
8 performed during the scheduled tour of duty of the
9 employee, or the travel is performed outside the
10 scheduled tour of duty of the employee and the
11 employee is required to (i) perform work while
12 traveling, (ii) travel as a passenger on a one-day
13 assignment, or (iii) travel as a passenger on an
14 overnight assignment during hours on nonwork-
15 days that correspond to the scheduled tour of duty
16 of the employee on normal workdays.”.

17 (d) Section 5543 is amended to read as follows:

18 “The head of an agency—

19 “(1) may, on request of an employee, grant the
20 employee compensatory time off from his/her sched-
21 uled tour of duty instead of payment for an equal
22 amount of time spent in irregular or occasional over-
23 time work; and

24 “(2) may provide that an exempt employee shall
25 be granted compensatory time off from his/her sched-

1 uled tour of duty equal to the amount of time spent in
2 irregular or occasional overtime work instead of being
3 paid for that work under section 5542 of this title.”.

4 (e) Section 5544 is repealed.

5 (f) Section 5545 is amended—

6 (1) in subsection (c)(1) by striking out “(or, for a
7 position described in section 5542(a)(3) of this title, of
8 the basic pay of the position)”;

9 (2) by inserting after subsection (d) the following
10 new subsection:

11 “(e) The provisions of this section shall not apply to
12 employees whose pay is fixed and adjusted from time to time
13 in accordance with prevailing rates under subchapter IV of
14 chapter 53 of this title or by a wage board or similar adminis-
15 trative authority serving the same purpose.”.

16 (g) Section 5546 is amended—

17 (1) by amending subsection (a) to read as follows:

18 “(a) An employee who performs work during a regularly
19 scheduled 8-hour period of service which is not overtime
20 work as defined by section 5542(a) of this title, any part of
21 which is performed on Sunday, is entitled to pay for the
22 entire period of service at the rate of his/her basic pay, plus
23 premium pay at a rate equal to 25 percent of his/her rate of
24 basic pay, except that an employee who performs nonover-
25 time work during more than one period of service on Sunday

1 shall be entitled to premium pay under this subsection only
2 for the number of nonovertime hours actually worked on that
3 Sunday or for one period of service, whichever is greater.”;
4 and

5 (2) in subsection (b)—

6 (A) by inserting after “performs” the follow-
7 ing:

8 “nonovertime”;

9 (B) by inserting a period after “holiday
10 work”; and

11 (C) by striking out “which is not—(1) in
12 excess of 8 hours; or (2) overtime work is defined
13 by section 5542(a) of this title”.

14 (h) Section 5547 is amended to read as follows:

15 “An exempt employee paid under subchapter III of
16 chapter 53 or chapter 54 of this title may be paid premium
17 pay under sections 5542, 5545 (a) through (c), and 5546 (a)
18 and (b) of this title only to the extent that the payment does
19 not cause the employee’s aggregate rate of pay for any pay
20 period to exceed the maximum rate for GS-15.”.

21 (i) Section 5548(b) is amended by striking out “sec-
22 tions” and inserting in lieu thereof “section” and by striking
23 out “and 5550”.

24 (j) Section 5550 is repealed.

1 (k) Section 5596 is amended in subsection (b)(1) by
2 striking out “or reduction” and inserting in lieu thereof “,
3 reduction or denial”.

4 (l) Section 5941 is repealed.

5 (m) Chapter 59 is amended by adding at the end thereof
6 the following new section:

7 **“§ 5949. Staffing differentials**

8 “(a) For the purpose of this section, ‘employee’ and ‘po-
9 sition’ include employees and positions under the statutory
10 compensation systems as defined in section 5301(f) of this
11 title and such other compensation systems as the Office of
12 Personnel Management may prescribe; but not under—

13 “(1) the Central Intelligence Agency;

14 “(2) the United States Postal Service; and

15 “(3) the Senior Executive Service as defined in
16 section 2101a of this title.

17 “(b) Upon determining that the Government is experi-
18 encing significant difficulty in recruiting or retaining well-
19 qualified individuals, the Office may establish and thereafter,
20 through periodic review, adjust or abolish staffing differen-
21 tials for one or more employees or positions, as occupational-
22 ly, organizationally, and geographically appropriate.

23 “(c) Under service agreements or such other procedures
24 as the Office shall prescribe, staffing differentials established

1 under this section may be paid in one or more lump-sums or
2 in the same manner and at the same time as basic pay.

3 “(d) Any differential paid under this section is not basic
4 pay within the meaning of section 5334(g) of this title and is
5 not an equivalent increase within the meaning of section
6 5335(a) of this title. The aggregate differential payable to
7 any employee on an annual basis when combined with the
8 employee’s annual rate of basic pay may not be more than 25
9 percent above the annual rate of basic pay for GS-18 as
10 established under section 5305 of this title.

11 “(e) The Office of Personnel Management shall pre-
12 scribe regulations in consultation with the Office of Manage-
13 ment and Budget to carry out the provisions of this section.”.

14 (n) The analysis of chapter 59 is amended by adding at
15 the end thereof the following new item:

“5949. Staffing differentials.”.

16 ATTENDANCE AND LEAVE AMENDMENTS

17 SEC. 5. (a) Section 6101 is amended—

18 (1) by amending subsection (a)(1) to read as fol-
19 lows:

20 “(a)(1) For the purpose of this section ‘agency’ and ‘em-
21 ployee’ have the meanings given them by section 5541 of this
22 title.”;

23 (2) in subsection (a)(2)(A) by striking out “admin-
24 istrative”;

1 (3) by repealing subsection (a)(3)(D);

2 (4) in subsection (a)(5) by inserting at the end
3 thereof the following: "The Administrative Office of
4 the United States Court may apply this subsection to
5 employees under the judicial branch."; and

6 (5) by repealing subsection (b)(1).

7 (b) Section 6103 is repealed.

8 (c) Section 6104 is repealed.

9 (d) Section 6105 is repealed.

10 (e) Chapter 63 is amended by adding at the end thereof
11 the following new sections:

12 **"§ 6327. Holidays; closures by Executive or administrative**
13 **order**

14 "(a) The following are legal public holidays:

15 New Year's Day, January 1.

16 Martin Luther King, Junior's Birthday, January
17 15.

18 Washington's Birthday, the third Monday in Feb-
19 ruary.

20 Memorial Day, the last Monday in May.

21 Independence Day, July 4.

22 Labor Day, the first Monday in September.

23 Columbus Day, the second Monday in October.

24 Veterans Day, November 11.

1 Thanksgiving Day, the fourth Thursday in No-
2 vember.

3 Christmas Day, December 25.

4 “(b) For the purpose of statutes relating to pay and
5 leave of employees whose tour of duty is scheduled on 5 con-
6 secutive workdays and is followed by 2 consecutive nonwork-
7 days, with respect to a legal public holiday and any other day
8 declared to be a holiday by Federal statute or Executive
9 order, the following rules apply:

10 “(1) instead of a holiday that occurs on the first
11 consecutive weekly nonworkday of an employee, the
12 workday immediately before such nonworkday is a
13 legal public holiday;

14 “(2) instead of a holiday that occurs on the second
15 consecutive weekly nonworkday of an employee, the
16 workday immediately after such nonworkday is a legal
17 public holiday.

18 Except as provided in subsection (c) of this section, the Office
19 of Personnel Management shall prescribe regulations govern-
20 ing pay and leave treatment for employees whose tour of
21 duty is scheduled other than on 5 consecutive workdays
22 when a legal public holiday falls on a nonworkday.

23 “(c) For the purpose of statutes relating to pay and
24 leave of employees, with respect to a legal public holiday and
25 any other day declared to be a holiday by Federal statute or

1 Executive order, the following rules apply for determining
2 the holiday for a full time employee for whom the head of an
3 agency has established the first 40 hours of duty performed
4 within a period of not more than 6 days of the administrative
5 workweek as his basic workweek because of the impractica-
6 bility of prescribing a regular schedule of definite hours of
7 duty for each workday:

8 “(1) if a holiday occurs on Sunday, the head of
9 the agency shall designate in advance either the
10 Sunday or Monday as the employee's holiday and the
11 employee's basic 40-hour tour of duty shall be deemed
12 to include 8 hours on the day designated as the em-
13 ployee's holiday;

14 “(2) if a holiday occurs on Saturday, the head of
15 the agency shall designate in advance either the Satur-
16 day or the preceding Friday as the employee's holiday
17 and the employee's basic 40-hour tour of duty shall be
18 deemed to include 8 hours on the day designated as
19 the employee's holiday;

20 “(3) if a holiday occurs on any other day of the
21 week, that day shall be the employee's holiday, and
22 the employee's basic 40-hour tour of duty shall be
23 deemed to include 8 hours on that day; or

1 “(4) if a holiday is less than a full day, propor-
2 tionate credit will be given under paragraph (1), (2), or
3 (3) of subsection (c) of this section.

4 “(d) If the workday of any employee covers portions of
5 2 calendar days and the employee would, except for this sub-
6 section, ordinarily be excused from work scheduled for the
7 hours of any calendar day on which a holiday falls, the em-
8 ployee shall instead be excused from work on the entire
9 workday which commences on any such calendar day.

10 “(e) In administering the provisions of law relating to
11 pay and leave of absence, the workdays referred to in subsec-
12 tions (b), (c), and (d) of this section shall be treated as holi-
13 days in lieu of the corresponding calendar holidays. ‘Work-
14 day’ is defined as those hours which comprise in sequence the
15 employee’s regular daily tour of duty within any 24-hour
16 period, whether falling entirely within one calendar day or
17 not. ‘Holiday’ is defined as those days listed in subsection (a)
18 of this section or any other calendar day designated as a
19 holiday by Federal statute or Executive order.

20 “(f) January 20 of each fourth year after 1965, Inaugu-
21 ration Day, is a legal public holiday for the purpose of stat-
22 utes relating to pay and leave of employees as defined by
23 section 2105 of this title employed in the District of Colum-
24 bia, Montgomery and Prince Georges Counties in Maryland,
25 Arlington and Fairfax Counties in Virginia, and the cities of

1 Alexandria and Falls Church in Virginia. When Inauguration
2 Day falls on Sunday, the next succeeding day selected for the
3 public observance of the inauguration of the President is a
4 legal public holiday for the purpose of this subsection for em-
5 ployees who are scheduled to perform work on that day.

6 “(g) When an employee as defined by section 2105 of
7 this title who has a scheduled tour or duty and whose ap-
8 pointment is not limited to 90 days or less or who has been
9 currently employed for a continuous period of 90 days under
10 one or more appointments without a break in service is re-
11 lieved or prevented from working on a day—

12 “(1) solely because of the occurrence of a legal
13 public holiday under this section, or a day declared a
14 holiday by Federal statute or Executive order; and

15 “(2) on which agencies are closed by Executive
16 order;

17 the employee is entitled to the same pay for that day as for a
18 day on which an ordinary day's work is performed without
19 loss of, or reduction in, leave to which the employee is other-
20 wise entitled, credit for time or service, or performance or
21 efficiency ratings.

22 “(h) An activity or a portion of an activity may, by ad-
23 ministrative order, be closed and employees dismissed when
24 work cannot be performed because of—

25 “(1) the occurrence of a local holiday;

1 “(2) the interruption of normal operations of the
2 establishment by events beyond the control of manage-
3 ment or employees; or

4 “(3) managerial reasons which require the closing
5 of an establishment or portions thereof for short peri-
6 ods of time.

7 The dismissal of employees under the provisions of this sub-
8 section shall be designated as administrative dismissal. When
9 such dismissals are authorized, the employee may be granted
10 administrative leave or may be required to use annual leave
11 or leave without pay in accordance with regulations pre-
12 scribed by the Office of Personnel Management, and for local
13 holidays overseas, in consultation with the Department of
14 State.

15 “(i) An Executive agency may not be closed by a head
16 of an agency as a mark to the memory of a deceased former
17 official of the United States.

18 **“§ 6328. Administrative leave**

19 “In accordance with regulations prescribed by the
20 Office of Personnel Management an employee may be ex-
21 cused without loss of, or reduction in, pay, leave to which the
22 employee is otherwise entitled, credit for time or service, or
23 performance or efficiency ratings—

24 “(1) for limited periods of time—

1 “(A) to participate in activities determined to
2 be of interest or concern to the Federal Govern-
3 ment; or

4 “(B) for other reasons determined by man-
5 agement to warrant excusal;

6 “(2) for extended periods of time under extraordi-
7 nary or unique circumstances or conditions, with the
8 prior approval of the Office of Personnel Management;
9 or

10 “(3) for periods of dismissal as shown under sec-
11 tion 6327(h).

12 **“§ 6329. Regulations**

13 “Unless otherwise provided in this subchapter, the
14 Office of Personnel Management may prescribe regulations
15 for the administration of this subchapter.

16 **“§ 6330. Leave without pay; absence without leave, other**
17 **nonduty status**

18 “Unless otherwise provided for in law, the Office of
19 Personnel Management is authorized to provide for, and oth-
20 erwise regulate, periods of nonduty status to include leave
21 without pay and absence without leave as may be necessary
22 for the good of the executive branch.”.

23 (f) Chapter 63 is further amended—

24 (1) in the catchline by adding “and Other Ab-
25 sences”;

1 (2) in the heading of subchapter II by striking out
 2 "OTHER PAID LEAVE" and inserting in lieu there-
 3 of "OTHER LEAVE AND ABSENCES";

4 (3) in section 6302(b) by striking out "basic ad-
 5 ministrative workweek" and inserting in lieu thereof
 6 "scheduled tour of duty"; and

7 (4) in section 6322 by repealing subsection (c).

8 (g) The analysis of chapter 61 is amended by striking
 9 out—

"6103. Holidays.

"6104. Holidays; daily, hourly, and piece-work basis employees.

"6105. Closing of Executive departments."

10 (h) The analysis of chapter 63 is amended—

11 (1) in the heading of subchapter II by striking out
 12 "OTHER PAID LEAVE" and inserting in lieu there-
 13 of "OTHER LEAVE AND ABSENCES"; and

14 (2) by adding at the end thereof the following new
 15 items:

"6327. Holidays; closures by Executive or administrative order.

"6328. Administrative leave.

"6329. Regulations.

"6330. Leave without pay; absence without leave, other nonduty status."

16 PREMIUM PAY SPECIAL AUTHORITY

17 SEC. 6. (a) Subpart D of part III of title 5, United
 18 States Code, is amended by adding the following new
 19 chapter:

1 **"CHAPTER 50—SPECIAL AUTHORITY**

2 **"§ 5001. Premium pay and allowances special authority**

3 “(a) For the purpose of this section, ‘employee’ means a
4 civil service employee in the executive branch of the Govern-
5 ment of the United States, except an employee of the United
6 States Postal Service.

7 “(b) Notwithstanding any other provision of law, the
8 President may establish, modify, consolidate, or abolish Fed-
9 eral premium pay and allowances provisions, except those
10 relating to employment in foreign areas, pertaining to an em-
11 ployee in order to eliminate conflicting or contradictory re-
12 quirements, provide for adjustment of Federal provisions in
13 light of the non-Federal sector practices and any special re-
14 quirement of the Federal service, or provide equitable premi-
15 um compensation to all Federal employees working under
16 similar circumstances.

17 “(c) Action taken by the President to establish, modify,
18 consolidate, or abolish Federal premium pay and allowances
19 provisions, except those relating to employment in foreign
20 areas, shall modify, supersede, or render inapplicable, as ap-
21 propriate, any provision of law or prior action by the Presi-
22 dent under this section which is inconsistent with the action
23 taken by the President.

24 “(d) The President shall transmit a report to the Con-
25 gress when he takes action under this section.”.

(b) The table of chapters for part III of title 5, United States Code, is amended by inserting before the item relating to chapter 51 the following new item:

“50. Special Authority 5001”.

TECHNICAL AND CONFORMING AMENDMENTS

SEC. 7. Title 5, United States Code, is amended as follows:

(1) Section 2105(c)(1) is amended by striking out “subchapter IV of chapter 53 and sections 5550 and” and inserting in lieu thereof “chapter 50, subchapter IV of chapter 53, subchapter V of chapter 55, chapter 61, and section”;

(2) Section 2301(b)(3) is amended by striking out “private” and inserting in lieu thereof “non-Federal”;

(3) Section 5102(c)(26) is amended by striking out “or” at the end of the paragraph; section 5102(c)(27) is amended by striking out the period at the end of the paragraph and inserting in lieu thereof “; or”; and section 5102 is further amended by adding at the end thereof the following new paragraph:

“(28) a special project employee paid under section 5376 of this title.”;

(4) Section 5402(a) is amended to read as follows:

“(a) In accordance with the purpose set forth in section 5401(a)(1) of this title, the Office of Personnel Management

1 shall establish a merit pay system which shall provide for a
2 range of basic pay for each grade to which the system applies
3 in each local pay area, which range shall be limited by the
4 minimum and maximum rates of basic pay for each such
5 grade under each local pay schedule under chapter 53 of this
6 title. Pay may not be paid, by reason of any provision of this
7 chapter, at a rate in excess of the rate of basic pay for level
8 V of the Executive Schedule.”; and

9 (5) Section 5504 is amended by striking out
10 “basic administrative workweek” each time it appears
11 and inserting in lieu thereof “basic workweek”.

12 PAY AND BENEFITS SAVING

13 SEC. 8. (a) Notwithstanding the provisions of sub-
14 chapter VI of chapter 53 of title 5, United States Code, the
15 Office of Personnel Management shall prescribe regulations
16 providing pay retention, without time limit, for employees
17 whose pay would otherwise be reduced by reason of the ini-
18 tial application of the provisions of this Act. Any employee
19 receiving retained pay under this Act shall receive one-half of
20 the amount of each subsequent increase in the maximum rate
21 of the grade or pay level to which assigned until the retained
22 pay is equalled or exceeded by the maximum step of the
23 grade or pay level to which assigned.

1 (b) Any changes in classification or pay required by the
2 intital implementation of this Act are not adverse actions as
3 defined in chapter 75 of title 5, United States Code.

4 (c) During the first 5 years following the date of enact-
5 ment of this Act there will be no downward adjustment of
6 benefit provisions pursuant to section 5309(a) of this title.

7 (d) The pay of special project employees as defined by
8 section 5376 of title 5, United States Code, on the rolls on
9 the effective date of this Act shall not be reduced by reason
10 of enactment of this legislation.

11 (e) Additional compensation based on living cost factors
12 being paid to an employee under section 5941 of title 5,
13 United States Code, to the extent that additional compensa-
14 tion is not offset by other provisions of this Act, or actions of
15 the United States Postal Service, shall be continued and shall
16 be reduced by 20 percent annually until terminated. Addi-
17 tional compensation paid to an employee on the basis of envi-
18 ronmental factors under section 5941 of title 5, United States
19 Code, shall continue until the completion of the employee's
20 employment agreement following implementation of section
21 5949 of that title as added by section 4(m) of this Act.

22 **UNIFORMED SERVICES PAY AMENDMENTS**

23 **SEC. 9.** Section 1009 of title 37, United States Code, is
24 amended—

1 (1) in subsection (a) by striking out “Whenever
2 the General Schedule of compensation for Federal clas-
3 sified employees as contained in section 5332 of title 5,
4 United States Code, is adjusted upward, the President
5 shall immediately” and inserting in lieu thereof “Effec-
6 tive October 1 of each year, the President shall”;

7 (2) in subsection (b)—

8 (A) by repealing paragraph (1);

9 (B) by redesignating paragraphs (2) and (3)
10 as paragraphs (1) and (2), respectively; and

11 (C) by amending paragraph (2) (as redesign-
12 dated by this section) to read as follows:

13 “(2) subject to subsection (c) of this section, pro-
14 vide all eligible members with an increase in each ele-
15 ment of compensation set forth in subsection (a) of this
16 section, that is of the same percentage as the average
17 percentage increase in non-Federal pay during the 12-
18 month period preceding the most recent national
19 survey or other measure of non-Federal pay described
20 in section 5305(a)(1)(A) of title 5, United States
21 Code.”; and

22 (3) by adding at the end thereof the following new
23 subsections—

24 “(g)(1) If, because of national security considerations,
25 national emergency, or economic conditions affecting the

1 general welfare, the President should, in any year, consider it
2 inappropriate to make the compensation adjustments required
3 by subsection (a) of this section, he shall prepare and transmit
4 to Congress before September 1 of that year such alternative
5 plan with respect to a compensation adjustment as he consid-
6 ers appropriate, together with the reasons therefor, in lieu of
7 the compensation adjustment required by subsection (a) of
8 this section.

9 “(2) An alternative plan transmitted by the President
10 under paragraph (1) of this subsection becomes effective on
11 October 1 of the applicable year and continues in effect
12 unless, before the end of the first period of 30 calendar days
13 of continuous session of Congress after the date on which the
14 alternative plan is transmitted, Congress adopts and the
15 President approves a joint resolution disapproving the alter-
16 native plan or, in the event the President returns the joint
17 resolution to Congress with his objections, two-thirds of each
18 House of Congress agree to pass and approve the joint reso-
19 lution. Upon such a joint resolution becoming law, the com-
20 pensation adjustment required by subsection (a) of this sec-
21 tion shall be made in accordance with subsection (j) of this
22 section. The continuity of a session is broken only by an ad-
23 journment of the Congress sine die, and the days on which
24 either House is not in session because of an adjournment of

1 more than 3 days to a day certain are excluded in the compu-
2 tation of the 30-day period.

3 “(h) Consideration by the Congress of a joint resolution
4 disapproving the alternative plan is subject to the provisions
5 of subsections (d) through (k) of section 5305 of title 5,
6 United States Code.

7 “(i) The compensation adjustments which become effec-
8 tive under this section are applicable to each member of the
9 uniformed services.

10 “(j) If a joint resolution disapproving an alternative plan
11 becomes law as provided in subsection (g)(2) of this section,
12 the President shall make the adjustments required by subsec-
13 tion (a) of this section, effective October 1 of that year.

14 “(k) The adjustment that takes effect under this section
15 shall modify, supersede, or render inapplicable, as the case
16 may be, to the extent inconsistent therewith—

17 “(1) all provisions of law enacted prior to the ef-
18 fective date or dates of all or part (as the case may be)
19 of the adjustments; and

20 “(2) any prior recommendations or adjustments
21 which took effect under this section or prior provisions
22 of law.

23 “(l) The rates of pay that take effect under this section
24 shall be printed in the Federal Register and the Code of Fed-
25 eral Regulations.”.

EFFECTIVE DATE

1

2

3

4

5

SEC. 10. (a) Except for the provisions of sections 3 and 9 of this Act, the provisions of this Act shall be placed into effect at such times as the President may direct within a 5-year period after enactment.

6

7

8

9

10

11

12

13

14

15

16

(b) For the purpose of implementing the provisions of section 3 of this Act, a full-scale wage survey shall be conducted in each individual wage area within one year after enactment. The provisions of section 3 of this Act are effective with respect to each individual wage area defined by the Office of Personnel Management under section 5343(a)(1) of title 5, United States Code, on the effective date of the wage schedule established pursuant to the first full-scale wage survey ordered on or after October 1, 1979, except that paragraph (2) of subsection (a) will be effective on October 1, 1979.

17

18

19

20

(c) The provisions of section 9 of this Act shall be placed into effect on October 1 of the same year in which the first total compensation adjustment occurs under the provisions of section 2 of this Act.

UNITED STATES GOVERNMENT

Memorandum

TO : Superintendent and Denver Mint Staff

FROM : Stella B. Hackel, Director of the Mint

SUBJECT: Staff Meeting at Denver Mint, April 6, 1978

DATE: April 12, 1978

Mrs. Hackel spoke about the meetings conducted earlier today (over which she had presided) and the problems and objectives discussed regarding the Denver Mint Safety Program and the Denver Mint Improvement Study. A meeting held on April 5th concerned the improvement, expansion, and beautification of the Denver Mint tour route and sales area; Mrs. Hackel complimented Olga Melko on her unique talent and contribution toward this effort. Some of the plans will be developed and completed before June 1978; the remainder of plans will be, hopefully, developed by next year. The final result should be a Denver Mint of which we can all be very proud.

Work is progressing on the noise abatement problem and improvement of work flow at the Denver Mint. Since beginning these programs, Mrs. Hackel believes there is noticeable change in the cleanliness of the physical plant and the morale of the employees. She commented that it is important for employees to know that management is concerned about safety and health; and, for the record, there will be increased emphasis on safety and health after the Denver Mint Improvement Study is completed in the fall.

Mrs. Hackel stressed that we are primarily concerned with improvements within the Denver Mint for the time being, and will not be concerned about off-site expansion or Butler buildings at this time. Changes of this nature will necessarily be major policy decisions which will involve the Department of the Treasury and General Services Administration levels. However, the Director's office will try not to allow the programs to drag at whatever level.

Announcement was made by Mrs. Hackel that this administration will not support any reduction in force, and if reduction of number of employees is required, this will be accomplished by attrition. Should off-site expansion occur at Denver, there would be no decrease in the work force at the Denver Mint. With regard to the Philadelphia Mint and off-site expansion, we are exploring procuring the use of buildings at the Frankford Arsenal for coinage production.

Next year the projection for coinage production (at all Mints) is 12.8 billion pieces; and we anticipate increasing this figure to 16.6 billion pieces by 1985. This administration does not plan to eliminate



pennies as long as the price of copper remains relatively stable and production costs are kept under the face value. In conjunction with this, the former administration based a need for a new Denver Mint on the continued production of the penny, with the original construction cost of \$65,000,000. This administration takes the position that rather than a costly new Denver Mint, the Denver Mint can be improved in terms both of safety and production, in addition to planning for continued production of pennies.

Legislation for the authorization of the new dollar coin has cleared OMB and is being reviewed at the Treasury Department level. Designed by Frank Gasparo, the new coin will be sized between our present half dollar and quarter, weighs one-third of the total weight of four quarters, and has eleven raised sides within the round border. The design consists of a standing Liberty on the obverse and a soaring eagle on the reverse. There has been some question raised as to whether the portrait of an American woman should be placed on the obverse of the coin. However, controversy over the design could delay passage of the bill. If the bill is passed by Congress by the end of this year, a projected coinage of 500 million pieces by mid-1979 would permit distribution to commence at that time. Mrs. Hackel has recently been involved in discussing this new coin in the media to accomplish public awareness and gain acceptance.

The Mint newsletter is being revived and will be published shortly, hopefully on a monthly basis. The contact at the Denver Mint is Ms. Bonnie McCormick. The purpose of the newsletter is to function as a vehicle for improved communication between the Bureau and the field offices. The Bureau will contact each facility with a draft of the relevant part of the newsletter prior to printing so that errors will be minimized.

The copies of the Bureau staff minutes, which are sent to all field offices, is another endeavor by the Bureau to improve communications. Because these don't usually get to the rank and file employee, the newsletter is intended to bridge this gap and hopefully get into the hands of each employee so they will feel a viable part of the Mint organization.

In addition, the Director is planning to have the Superintendents and Officers-in-Charge meet in Washington, and also visit other facilities to discuss mutual problems.

Mrs. Davidson agreed that a Mint-wide newsletter would be a morale booster, and offered the information that the Denver Mint is considering publishing an inhouse paper for the interest of its employees.

Mrs. Davidson asked how much importance the Bureau would be placing on the Special Emphasis programs, i.e., Upward Mobility, CETA, etc. Mrs. Hackel explained that the Bureau is working on an Upward Mobility package. Another area of special emphasis programs in which the Bureau is very interested is the "part time employment" program.

The Bureau is concerned with the small number of minority employees and women in the higher level positions of the Mint -- out of a total of 2500-2600 Mint employees, only eight are GS-12 or above. Mrs. Hackel reported the Bureau is going to take specific but responsible steps to expand the number of minority and women employees. Comment made by Mr. Martin was that out of 108 General Schedule employees at the Denver Mint, there are 27 females; and of those 27 females, only two are Hispanic and none are black. He noted that the Civil Service Commission EEO Office was quite concerned with this situation. In addition, he noted that out of 271 wage grade employees, only two are female.

Mr. Geiger pointed out that we are still recruiting from the reemployment list established because of the reduction in force and are obligated to do so for one more year--and, there are currently no women on the reemployment list. Seven women were RIF'd last year, but they have found jobs at other installations. There is less than 10 percent turnover of GS employees per year at the Denver Mint; Mrs. Davidson suggested that a training program would be beneficial so that women could more successfully step into the higher graded positions when they do become vacant.

The Director reported that the United States Civil Service Commission will be at the Bureau starting May 1, 1978, to conduct an evaluation; and they will be evaluating the personnel programs as well as auditing job positions at the Bureau.

Mr. Lawrence introduced the subject of personnel ceilings and the fact that the Denver Mint does not feel they can afford to have their ceiling cut. Prior to the RIF the Denver Mint was requested to develop a staffing plan to produce 19.3 million pieces per day. They submitted a plan which called for 400 employees. The Bureau cut their ceiling back to 393. Then, they received the authority from the Bureau to increase their security staff (guards) by two, making their total employee number 395. Although, as Mr. Lawrence noted, there was a little "fat" and no strain then, they have jumped from 19.3 million pieces per day to 21 million pieces a day to their present 23 million pieces a day and it is beginning to strain. Mr. Lawrence commented he thought we work more efficiently when we are working shorthanded, but if the projection is true that the Denver Mint is to produce 25 million pieces per day in the future, it will be necessary to expand their ceiling by 10 to 12 employees. Both Dr. Goldman and Mr. Frere stated that it is a known fact that the Denver Mint works "lean," and has always been very conservative in their total employment strength.

Question of whether the Philadelphia Mint was selling the Denver Mint's 1977 souvenir set as well as the 1978 souvenir set was answered in the affirmative by Dr. Goldman. Mr. Frere told Mr. Darlington that the only 1977 sets which were returned were those that had oxidized or had become unsaleable.

The meeting was adjourned by Mrs. Hackel.

Attendees:

Stella B. Hackel
Dr. Allan Goldman
Francis Frere
Evelyn T. Davidson
Harry L. Lawrence

Wm. Darlington
Fred Miller
James Geiger
Hildreth Frost
James Reilly

Dean Permenter
Robert Martin
Ray Wells
Duane Sjaardema
Tito Rael

UNITED STATES GOVERNMENT

Memorandum

~~DRAFT~~

1/23/78

DATE: JAN 19 1978

[Signature]

TO : Stella B. Hackel

FROM : George G. Ambrose *GGA*

SUBJECT: Plan for Improvements in Work Areas, Material Flow, and Work Environment - Denver Mint

The attached document establishes planning criteria and outlines an Industrial/Plant Layout Study to be performed which is intended to become the basis for upgrading the Denver Mint in subject areas of improvement.

It is important that you review the document prior to its release and specifically concur in the planning criteria outlined under Section B. In developing the planning criteria, it was elected to plan ahead toward FY1985 utilizing the latest available projection of coin demand for that year of 22 billion coins. Of this quantity, 9.4 billion has been directed to the Denver Mint/Western Area and 12.6 billion to the Philadelphia Mint/Eastern Area.

I believe the Industrial/Plant Layout Study outlined in the document can be accomplished by Denver Mint technical personnel with guidance from this office. Limited services from a consulting firm may be required.

It is recommended that upon completion of your review, the attached plan be forwarded to the Denver Mint for review and comments.

cc: F. H. MacDonald
A. J. Goldman



PRELIMINARY

PLAN OF ACTION

TO

IMPROVE MATERIAL FLOW, MATERIALS

HANDLING, AND WORK ENVIRONMENT

AT THE DENVER MINT

A. BACKGROUND

The coin demand we projected in 1974 necessitated procurement of additional production equipment and its interspersation in existing coin processing areas at the Denver Mint. This concept of operation was intended to prevail until the new Denver Mint became operational in 1980 and although needed dispersion of operations was sacrificed, it was an acceptable alternative to meet coin demand on a short-term base.

The new Denver Mint idea is essentially abandoned. Our short-term alternative has now become a potential long-term mode of operation. Action must be taken to improve work areas, material flow, and work environment by the reduction of congestion and noise levels, and improvements in plant layout and materials handling.

To logically proceed on this action, a plan based upon appropriate criteria must be formulated and implemented. The objective of this paper is to provide the needed criteria and outline elements of an industrial/plant layout analysis to be conducted by the Denver Mint

B. PLANNING CRITERIA

1. Long-term planning will be based upon our position that increased demand for coins will be met by off-site production of 1-cent coins (only). Production of all other denominations will be accomplished within existing Mint facilities.
2. Use of the SFAO to help meet demand for 1-cent coins in the Western Sector of the country is anticipated, at an annual output of up to 1.8 billion.
3. Planning will be predicated upon our projected position for FY1985. Payout on proposed capital investment must be accomplished by YEAR END 1985.
4. Improvements in production operations proposed by or resulting from this study are to not displace personnel, but rather provide the means whereby increased output per employee can be realized.
5. Coin production needs for the Denver/SFAO supported, Western Sector of the country through 1985 is projected as follows:

(MILLION PIECES)

<u>FY</u>	<u>1c</u>	<u>5c</u>	<u>10c</u>	<u>25c</u>	<u>50c</u>	<u>1.00</u>	<u>TOTAL</u>
1979	4200	361	528	440	53	36	5618
1980	4620	396	572	484	57	42	6171
1981	5040	433	616	528	66	45	6728
1982	5460	475	664	581	97	48	7325
1983	5922	519	717	638	110	54	7960
1984	6426	568	774	704	132	60	8664
1985	6930	616	836	792	132	60	9366
(%)				2.936			
(of)				10.59 million/day			
(total)	42	44	44	44	44	60	

6. Plant capacities (on a 3/8/5 shift basis) to be used in accomplishing above coinage requirements have been assigned as follows:

SFAO - 1.8 Billion per year
DENVER MINT - 6.0 Billion per year

→ The 6.0 Billion for the Denver Mint is an assumed capacity based upon expected downgrading from the current 7.68 billion due to revised plant layout, improvements in work areas and work environment. The industrial/plant layout study must address this and establish the correct projected capacity.

7. In relating the plant capacities for the SFAO and the Denver Mint to projected coin requirements, order of precedence will be:

- Provide plant layout for the Denver Mint which will most ideally support the production of all 5-cent through 1-dollar coin requirements, through FY1985.
- Determine the volume of 1-cent coins which can be additionally produced in the Denver Mint, while maintaining a good plant layout/production flow system.
- Next assume that a volume of 1.8 billion 1-cent production per year will be assigned to the SFAO.
- Finally, determine the quantity of 1-cent coins which would require the use of off-site facilities in meeting production needs.

8. Utilizing data developed in above section (7), and applying such data to projected coin demand outlined in section (5), determine critical milepost dates. The following is an example using annual capacities of 1.8 billion per year for the SFAO and 6.0 billion per year for the Denver Mint.

PRODUCTION QUANTITIES (MILLION PIECES)				
FY	DENVER MINT		SFAO	DENVER MINT OFF-SITE
	5-Cent through one-Dollar	1-Cent Added	1-Cent	1-Cent
1979	1,420	4,200		
1980	1,551	4,500	120	
1981	1,688	4,312	728	
1982	1,865	4,135	1,325	
1983	2,038	3,962	1,800	158
1984	2,238	3,762	1,800	868
1985	2,436	3,546	1,800	1,566

- Mileposts: (1) start sustained production of 1-cent coins at SFAO 1980-81
(2) start production of 1-cent coins off-site in 1983

9. Assume that Building 362, Rocky Mountain Arsenal, will be available for long-term use for auxiliary support to the Denver Mint, including off-site 1-cent production.

10. Source and availability of funds for use in accomplishing recommended/approved improvements cannot be identified at this time. Nevertheless, studies are to evaluate alternatives on the economies of investment versus payout.

C. INDUSTRIAL/PLANT LAYOUT STUDY

Elements which this analysis is to include are outlined. Guidelines are provided and general and specific factors are discussed.

1. General

(a) Floor load design and elevator capacities may be limiting factors. Proposed layout concepts requiring major structural modifications are discouraged.

(b) Production and shipment of coins must be sustained.

- (c) Projected utilization of production and support spaces and equipment layouts shall be developed on the basis of needed improvements in work flow, in in-process storage, in work environment and noise abatement, and in the reduction of congestion in production areas and traffic-ways.
- (d) Considerations will be given to improvements in material transfer such as use of horizontal and vertical conveyorized systems between and within production process areas. Ideas can be gained by reference to Industrial Technological Associates "Material Handling Study" conducted at the Philadelphia Mint in 1976.
- (e) Dispersion of production equipment to reduce congestion and to accommodate noise abatement appurtenances, to the extent practical, is to be considered.
- (f) Alternatives are to be studied, budgetary type estimates prepared, and recommendations made. Time phasing project charts are to be prepared.

2. Blanking

A number of alternatives are available and are to be considered.

- (a) Retain all eight presses within the Mint facility and adapt to meet OSHA acoustical standards.
- (b) Relocate all eight presses to one of the "Butler" type buildings in order to isolate noise problem and eliminate inflow/outflow of blanking scrap within the Mint facility.
- (c) Retain only blanking press equipment within the Mint necessary to support projected 5-cent through 1-dollar coin production. Relocate remaining presses to "Butler" type building or to Building 362, Rocky Mountain Arsenal for use in 1-cent production (blanking).
- (d) Plans in the blanking press area are to take into consideration the adoption of the experimental sinusoidal pattern scrap cutter in place of the current scrap chopper in use, if it proves successful.

- (e) Include in your plans the furnishing of up to 250,000 pounds of cut 1-cent blanks per week to the SFAO for their projected 1.8 billion coins per year output beginning about 1981. This factor lends weight to a decision to execute all 1-cent blanking at Building 362, Rocky Mountain Arsenal.

3. Annealing/Cleaning (Blanks)

/ Plan for all blanks to be processed into coins within the Mint to be annealed/cleaned at the Mint. Blanks to be processed into 1-cent coins off-site may be purchased cut (only) or ready for upsetting, or may be annealed/cleaned at the off-site facility after our blanking of strip. Consider the following alternatives.

- (a) Anneal/clean all blanks, including 1-cent blanks, within the Mint which are to be coined at that facility.
 - 2 Retain needed equipment for balanced production and
 - 3 install the expected excess anneal/cleaning line along with the new equipment you now have at Building 362 to use in annealing cent blanks to be coined off-site.
- (b) Anneal/clean no blanks off-site, but purchase blanks ready for upset. Anneal/clean all blanks in the Mint which are to be coined in the Mint.
- (c) Anneal/clean 5-cent through 1-dollar blanks in the Mint and all 1-cent blanks off-site (provided that all 1-cent blanking is accomplished off-site).

4. Riddling (Blanks)

*check and
of contents/da*
① This high-level noise generating process should be isolated and, under the conditions where blanking is proposed exterior to the Mint the companion riddling process should also be performed there. ② Post-anneal riddling of blanks must be accomplished in conjunction with the annealing/cleaning process. ③ Benefits gained in riddling coins between the stamping and counting processes should be re-evaluated and possibly eliminated where determined practical. Riddling of cents for weight-count for bulk shipments (future) must be retained.

Noise suppressant materials application for the riddling process should be investigated.

5. Coining

Coin press replacement program plan provides for replacing 12 to 18 presses - Columbia, Mint type, or older Bliss 6K-200 over the next few years and utilizing the replaced presses for off-site one-cent production.

Conveyorized transfer of blanks to and coins from presses should be investigated.

6. Counting/Bagging

Bulk shipment of a portion of 1-cent coins to Federal Reserve Banks in the future is a likelihood.

7. Coin Shipping

Past considerations for use of the standard steel FRB Pallet in shipping 10-cent through 1-dollar coins have been discounted due to limited availability and type of coin storage areas in the Denver Mint. Further consideration should be given to this and improvements in current method of loading such coins should be studied.

D. NOISE ABATEMENT

The Office for Technology is currently conducting development work on noise abatement on coining presses at the Philadelphia Mint. Denver Mint B and M/Coining personnel are addressing this problem on blanking presses and riddling screens. As this work proceeds we will coordinate activities in both facilities to establish final concepts for the noise abatement program on production equipment. This is a most important consideration in the Industrial/Plant Layout Study.

May 24, 1979

Mrs. Stella B. Hackel
Director, Bureau of the Mint
501 13th Street NW.
Washington, D.C. 20220

Dear Mrs. Hackel:

In the spring of 1977 a proposed staffing plan was submitted for a reduced production program requesting essentially the same total number of employees as was finally approved, with no reference to Wage Leaders in any branches except those currently employing Wage Leaders, i.e., Materials Handling and Count and Review.

Assuming that as a result of recommendations made to the Bureau by various teams, C,S,C, etc., our local Position Management Committee insisted on the following changes:

1. To reduce "layered" supervision the Coin Press Foreman job was abolished and the word "Assistant" was removed from all previous Assistant Foreman position descriptions.
2. To reduce numbers of supervisors, only one supervisor per shift would be assigned to all branches except the Coin Press Branch. In order to provide some leadership back-up for supervisor jobs eliminated, Wage Leaders were proposed to replace those supervisor positions that were abolished.

But because of procedural error, the Union then stepped in and the Leader positions were offered to unit employees instead of displaced supervisors.

As end result, we ended up with twelve (12) less supervisor positions having to provide leadership to employees with obvious low morale and bitterness toward Management, not to mention having to establish a position structure which would best serve mission needs by assuring objectives of continuing increase in employee productivity and yet maintain efficiency, employee motivation, and employee development.

Since the 1977 RIF, with the Bureau's cooperative efforts, Supervisors have been receiving training in areas such as: Labor Relations, Classification, Human Behavior and Leave Procedures, only a few of many training needs in order to arrive at a clear understanding and definition of the kinds and levels of skill and knowledge required for competent supervision.

It has been a slow process, but supervisors are now accepting a more definite role as more authority is emphasized to the job; they are getting more involved in upper management functions. Supervisors are using their full capabilities.

But now it is my understanding that the Bureau is conducting a survey on WS positions along with WL positions, realizing that our objective is a minimum of positions with as low a ratio as possible of managerial and supervisory positions to operation positions. I can assure you that we have a sound use of grade levels (supervision) resulting in a well-balanced position structure where supervisors are fully supported by essential work to be accomplished and they are fully utilized at the level of their positions.

Outlined are some of the problems that can be encountered when staffed without a well balanced supervisory structure.

1. An unbalanced number of supervisory positions limit recruiting possibilities and advancement opportunities.
2. Diluting the supervisory attention often forces the sole supervisor to make snap decisions and spend much of his/her time putting out fires rather than being effective, planning work and seeing that it is accomplished.
3. By eliminating supervisory positions, can upper management arrange the duties to give more variety and improve job interest not to mention advancement opportunities.
4. The undersupervised employee becomes dissatisfied and his/her skills deteriorate.
5. When supervision is cut down, communications between supervisor and employees slow down and eats down on cooperative effort.
 - A. Adequate supervision helps reduce bottlenecks, recruiting problems, disciplinary problems, high error rates, grievances, employee cliques, and unmanageable backlogs.
 - B. Line supervision should be constructed to handle upper management functions.

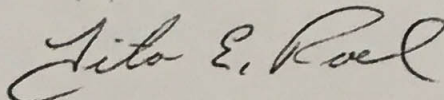
To summarize my concerns after the Reduction in Force, left with fourteen (14) less supervisor positions and with a production program of around 19.6 million pieces per day.

Since then, our ceiling has been raised and unit employees have been added to the production area. No supervisors have been added; now our production program has gone up to 23.30 million pieces per day. As you

-3-

can see we have been producing with the same number of supervisors since 1977 and production has increased over four million pieces per day. All I'm asking is that you consider these facts during your survey of supervisors.

Respectfully yours.

A handwritten signature in cursive script that reads "Tito E. Rael". The signature is fluid and elegant, with the first and last names being more prominent than the middle initial.

Tito E. Rael
National Vice President, Zone 3-B
Federal Managers Association



Information for Supervisors & Managers

NATIONAL ASSOCIATION OF SUPERVISORS, FEDERAL GOVERNMENT

BACKGROUND INFORMATION

The National Association of Supervisors was organized in Washington, D.C., in 1913 with a nucleus of seven chapters (all Navy). It enjoyed progress until 1922 at which time, due to the large reduction of employees in Naval establishments, it was disbanded. It was reactivated in 1933, and the first Annual Convention was held in 1939. By 1944, there were eleven chapters, and there has been a steady growth since.

EXPANSION

In 1950, as the result of the Unification Act of the Armed Services, the organization was expanded to the National Association of Supervisors, Department of Defense, with 33 chapters. And, in 1968 the organization was expanded to the National Association of Supervisors, Federal Government, which encompassed all Federal Agencies.

In 1973, the Association voted to accept members-at-large and in 1974 the by-laws of the Association were changed to include civilian managers, which increased the scope of the organization to all levels of management. There are currently 117 chapters with a total membership of over 12,000. The Association has chapters in three Military departments and in many Civilian agencies of the Government, such as: Treasury, Transportation, Commerce, HEW, GSA, VA and ERDA.

In early 1971 the Civil Service Commission issued FPM 251—"Intramanagement Communication" which has served as the basis for consultative relationships between Association chapters and top management. This official recognition has been of considerable value to both our chapters and their top managers, as the "word" flows freely both up and down.

NATIONAL OFFICE

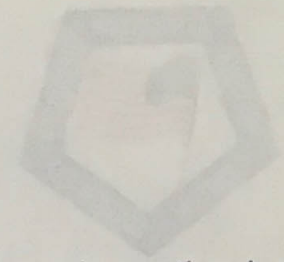
In July 1972, the Association established a National Office in Washington, D.C. and hired Bun Benton Bray, Jr., as its Executive Director. Mr. Bray was formerly Staff Director of the Manpower and Civil Service Subcommittee of the House of Representatives and for 8 years was top manpower official in the Department of Defense.

The National Office serves as a focal point between the local chapters and Congress, the Civil Service Commission and heads of departments and agencies.

GOALS

The goals of our organization are to increase the efficiency of the work force, promote the intellectual, material, and social welfare of the membership, and to establish mutual understanding and respect between ourselves and members of our community, city, state and Federal Government. In addition, it is our desire to promote and support legislation which is beneficial to our members. In this area, the National Association of Supervisors, Federal Government, has long been recognized as a leader by proposing legislation which is of benefit to all Federal Employees. Examples of which are: (1) The retirement of Federal employees with 30 years service at age 55; (2) The Supervisory (Wage Board) Job Grading Standards of 1968, and; (3) Increased Government contributions to the Health and Life Insurance Programs, to name but a few.

Through our Annual Conventions held in Washington, D.C. in February each year, important resolutions are presented which each year brings the introduction of new legislation benefiting not only the supervisors, but also all Federal employees.



To accomplish these goals it is necessary that civilian supervisors and managers join forces in a national organization that has the capability to effectively represent both white-collar and blue-collar supervisors at all pay grade levels. The National Association of Supervisors has this capability with a proven record in obtaining Congressional recognition of our mutual problems. The only way our aims can be successful is through group organization and active participation. Visualize, if you will, trying to accomplish these aims as a lone individual or as an unaffiliated group.

Many issues of tremendous importance and personal significance are facing our civilian supervisors and managers in the immediate future. These include: pay comparability with private industry, a strong merit system, adequate and realistic retirement programs, and the use of Government employees as opposed to contractors. It is only through organization and concerted effort on the part of all that beneficial results can be achieved.

We earnestly solicit your participation in our organization. Your future is important to you—to us—and to the welfare of our Country.

For more information feel free to contact:

Rod Murray
National President
P.O. Box 7007
Charleston Heights, S.C. 29405
Phone - (803) 743-4827

Mel Richardson
National First Vice President
Chairman, Membership Committee
5425 Belgrave Place
Oakland, Calif. 94618
Phone (415) 655-3312

National Office
Bun B. Bray, Jr.
Executive Director
2300 S. 9th St., Suite 511
Arlington, Va. 22204
Phone - (703) 892-4408

Federal Managers' Association

(Formerly National Association of Supervisors Federal Government)

PRESIDENT

Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827

SECRETARY

Charles L. Butler
3260 Park Lane
Lafayette, CA 94549
415-934-7452



NATIONAL OFFICE

Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4408

EXECUTIVE DIRECTOR

Bun B. Bray, Jr.

CHAPTER NO. 128

Dear Prospective Member:

Enclosed are documents relating to the FMA Chapter 128's organization and goals by which we can support you as a member. We are a very active membership of supervisors and managers from both wage grade and general schedule areas and cover the spectrum of shops, trades, staff, administration, engineering, and various management levels at the Denver Mint. We also work closely with our neighboring Chapters, which are: Chapter #34 and Chapter #78.

We hope you decide to join with your fellow supervisors and managers in an organization that was formed to serve you.

Your completed application.

Tito E. Rael
National Vice President, 3-B
8963 West Rice Avenue
Littleton, Colorado 80123
979-0594

Federal Managers' Association

(Formerly National Association of Supervisors Federal Government)

PRESIDENT

Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827

SECRETARY

Charles L. Butler
3260 Park Lane
Lafayette, CA 94549
415-934-7452



NATIONAL OFFICE

Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4403

EXECUTIVE DIRECTOR

Bun B. Bray, Jr.

CHAPTER NO. 128

BACKGROUND

The enclosed information regarding the background and operation of the Federal Managers' Association is provided to indicate the national and local scope of the organization's goals and capabilities to assist its membership. The extent of continued active interest and participation of the local chapter membership in establishing and maintaining an organized and active chapter is the prime factor in how well the chapter can provide benefits to its members.

Chapter 128, Denver, Colorado, has been active for the past four years, growing from a small Wage Grade Supervisors Association to a combined Wage Grade and General Schedule membership of both technical and professional levels. The chapter has approximately 33 members and is recognized by the Bureau of the Mint as one of three organized Chapter's within the Mint service.

OPERATION

Business meetings are held ~~once a~~ month at the Denver Mint in the Conference Room from 12:30 PM to 2:30 PM or sometimes at night.

An executive board composed of elected officers and directors meet at least once each month to plan, organize, and execute the chapter's functions in accordance with established By-Laws to support both national and local activities and legislation.

Membership includes the payment of dues which part of supports the national office and the remainder is retained to operate the local chapter.

New members shall receive a membership card, a copy of Chapter By-Laws, and all privileges of FMA membership.

ZONE 3B AREA

Chapter 128 is one of some 161 chapters in the nation with over 14,000 members. These chapters are formed into zones with a coordinating Vice

President. Chapter 128 is one of three chapters in the Midwest Zone 3B area with Mr. Tito Rael of the Denver Mint, Chapter 128, as its Vice President.

NATIONAL OFFICE

The national office provides guidance and assistance to the zones and individual chapters as required. A national newsletter "The Federal Manager" is produced monthly for all members to provide information on congressional legislative actions and FMA activity news.

The National Executive Director, Mr. Bun Bray, Jr., a former congressional staff person, continually assists chapters and maintains current information on Federal legislation affecting Federal employees and initiates the development of new chapters at Federal agencies where possible.

ANNUAL FMA CONFERENCES

A national conference is held for all chapter representatives in Washington, D. C., during February of each year. A conference for West Coast chapters is held in June or July of each year in various locations. During both conferences, FMA resolutions, By-Laws, and problem areas are reviewed and acted upon to improve the organization and develop unity toward the FMA goals to helping and supporting Federal supervisors.

D. HOW TO JOIN?

1. Be a wage-grade or general schedule supervisor in the Federal Government at your installation.
2. Fill out an application for membership which is available through the Zone Vice President.
3. Have an active chapter in your area.

FEDERAL MANAGERS' ASSOCIATION

Invites YOU to join with your fellow supervisors in understanding and improving your work environment.

Join YOUR local chapter now during the FMA membership drive.

A. BACKGROUND - The association was founded in 1913 and now has over 161 chapters world-wide. Membership is over 14,000 from various Federal agencies. It provides a means for civilian supervisors to join forces in a national organization of strong leadership. (THIS IS NOT A UNION.)

B. GOALS OF THE ORGANIZATION

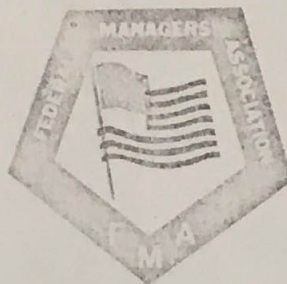
- Increase efficiency of the supervisor through information and association.
- Promote and support local and national legislation for the benefit of members.
- Work for the improvement of our environment for increased management-worker relationships.
- Form a unified supervisor group at the Denver Mint through one organization composed of professional and technical supervisors in staff and line activities.
- Bring constructive suggestions to top management.
- Act as an advisory capacity to top management.
- Speak out and up for the Federal personnel.
- Take stands on local issues or nation-wide.
- Promote social welfare of the members.

C. WHAT CAN JOINING MEAN TO YOU?

1. Provides to YOU local newsletters and a national monthly newsletter, "The Federal Manager", for current legislation actions affecting YOU.
2. Supports an organization that is fighting against the contracting out of YOUR civilian job.
3. Supports a national office in Washington, D.C., as a focal point between chapters, departments, and agencies for establishing and meeting common goals to help YOU.
4. Provides YOU membership with other supervisors who meet at a monthly meeting and special events to discuss local and national actions.
5. Allows YOU to actively participate in activities to improve working conditions for you and your subordinates. Promotes communications and understanding.
6. To help our Government to be responsible to YOUR basic individual and family needs.
7. A chance to assemble Mint Staff and Line first, middle, and top level supervisors together to establish common goals and to achieve them.

Federal Managers' Association
(Formerly National Association of Supervisors Federal Government)

PRESIDENT
Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827
SECRETARY
Charles L. Butler
3260 Park Lane
Lafayette, CA 94549
415-934-7452



NATIONAL OFFICE
Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4408

EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

CHAPTER NO. 128

Dear Prospective Member:

Enclosed are documents relating to the FMA Chapter 128's organization and goals by which we can support you as a member. We are a very active membership of supervisors and managers from both wage grade and general schedule areas and cover the spectrum of shops, trades, staff, administration, engineering, and various management levels at the Denver Mint. We also work closely with our neighboring Chapters, which are: Chapter #34 and Chapter #78.

We hope you decide to join with your fellow supervisors and managers in an organization that was formed to serve you.

Tito E. Rael
National Vice President, 3-B
8963 West Rice Avenue
Littleton, Colorado 80123
979-0594

Federal Managers' Association

(Formerly National Association of Supervisors Federal Government)

PRESIDENT
Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827
SECRETARY
Charles L. Butler
8260 Park Lane
Lafayette, CA 94549
415-934-7452



NATIONAL OFFICE
Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4408

EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

CHAPTER NO. 128

BACKGROUND

The enclosed information regarding the background and operation of the Federal Managers' Association is provided to indicate the national and local scope of the organization's goals and capabilities to assist its membership. The extent of continued active interest and participation of the local chapter membership in establishing and maintaining an organized and active chapter is the prime factor in how well the chapter can provide benefits to its members.

Chapter 128, Denver, Colorado, has been active for the past four years, growing from a small Wage Grade Supervisors Association to a combined Wage Grade and General Schedule membership of both technical and professional levels. The chapter has approximately 33 members and is recognized by the Bureau of the Mint as one of three organized Chapter's within the Mint service.

OPERATION

Business meetings are held ~~once~~ a month at the Denver Mint in the Conference Room from 12:30 PM to 2:30 PM or sometimes at night.

An executive board composed of elected officers and directors meet at least once each month to plan, organize, and execute the chapter's functions in accordance with established By-Laws to support both national and local activities and legislation.

Membership includes the payment of dues which part of supports the national office and the remainder is retained to operate the local chapter.

New members shall receive a membership card, a copy of Chapter By-Laws, and all privileges of FMA membership.

ZONE 3B AREA

Chapter 128 is one of some 161 chapters in the nation with over 14,000 members. These chapters are formed into zones with a coordinating Vice

President.. Chapter 128 is one of three chapters in the Midwest Zone 3B area with Mr. Tito Rael of the Denver Mint, Chapter 128, as its Vice President.

NATIONAL OFFICE

The national office provides guidance and assistance to the zones and individual chapters as required. A national newsletter "The Federal Manager" is produced monthly for all members to provide information on congressional legislative actions and FMA activity news.

The National Executive Director, Mr. Bun Bray, Jr., a former congressional staff person, continually assists chapters and maintains current information on Federal legislation affecting Federal employees and initiates the development of new chapters at Federal agencies where possible.

ANNUAL FMA CONFERENCES

A national conference is held for all chapter representatives in Washington, D. C., during February of each year. A conference for West Coast chapters is held in June or July of each year in various locations. During both conferences, FMA resolutions, By-Laws, and problem areas are reviewed and acted upon to improve the organization and develop unity toward the FMA goals to helping and supporting Federal supervisors.

D. HOW TO JOIN?

1. Be a wage-grade or general schedule supervisor in the Federal Government at your installation.
2. Fill out an application for membership which is available through the Zone Vice President.
3. Have an active chapter in your area.

FEDERAL MANAGERS' ASSOCIATION

Invites YOU to join with your fellow supervisors in understanding and improving your work environment.

Join YOUR local chapter now during the FMA membership drive.

A. BACKGROUND - The association was founded in 1913 and now has over 161 chapters world-wide. Membership is over 14,000 from various Federal agencies. It provides a means for civilian supervisors to join forces in a national organization of strong leadership. (THIS IS NOT A UNION.)

B. GOALS OF THE ORGANIZATION

- Increase efficiency of the supervisor through information and association.
- Promote and support local and national legislation for the benefit of members.
- Work for the improvement of our environment for increased management-worker relationships.
- Form a unified supervisor group at the Denver Mint through one organization composed of professional and technical supervisors in staff and line activities.
- Bring constructive suggestions to top management.
- Act as an advisory capacity to top management.
- Speak out and up for the Federal personnel.
- Take stands on local issues or nation-wide.
- Promote social welfare of the members.

C. WHAT CAN JOINING MEAN TO YOU?

1. Provides to YOU local newsletters and a national monthly newsletter, "The Federal Manager", for current legislation actions affecting YOU.
2. Supports an organization that is fighting against the contracting out of YOUR civilian job.
3. Supports a national office in Washington, D.C., as a focal point between chapters, departments, and agencies for establishing and meeting common goals to help YOU.
4. Provides YOU membership with other supervisors who meet at a monthly meeting and special events to discuss local and national actions.
5. Allows YOU to actively participate in activities to improve working conditions for you and your subordinates. Promotes communications and understanding.
6. To help our Government to be responsible to YOUR basic individual and family needs.
7. A chance to assemble Mint Staff and Line first, middle, and top level supervisors together to establish common goals and to achieve them.

SUPERVISORY PERSONNEL - DENVER MINT

As of December 13, 1977

<u>DIVISION AND BRANCH</u>	<u>NAME</u>	<u>POSITION</u>
<u>SUPERINTENDENT'S OFFICE</u>	Betty Higby	Superintendent
	Harry E. Lawrence	Deputy Superintendent
<u>PERSONNEL DIVISION</u>	James L. Geiger	Admin. Staff Assist. & Personnel Officer
<u>NUMISMATIC SERVICE</u>	Shirley A. Toeckes	Supervisory Information Receptionist
<u>CASH DIVISION</u>	Russell VanderVeer (S/L - Ret)	Head, Cash Division
	Ray Wells	
Coin Receiving & Shipping Branch	Ralph Langhorn	Warehouseman Fork Lift Operator Foreman
	Adam Hill (S/L - ret)	Warehouseman Fork Lift Operator Foreman
	James L. Mock	Warehouseman Fork Lift Operator Foreman
<u>ACCOUNTING DIVISION</u>	Fred A. Miller	Budget & Accounting Officer
	Ernest E. Jacobson, Jr.	Assist. Budget & Accounting Officer
EAM Branch	James R. Williams	Supervisory EAM Project Planner
<u>PROCUREMENT DIVISION</u>	James Reilly	Purchasing Officer (Supv. Contract Spec.)
Purchasing Branch	Betty G. Armbruster	Procurement Officer
Supply Section	Eileen F. Bruce	Supervisory Supply Clerk (Typing)
<u>ASSAY DIVISION</u>	Hildreth Frost, Jr.	Assayer (Supervisory Chemist)
	Veldon H. Reed	Assist. Assayer (Supervisory Chemist)
<u>SAFETY DIVISION</u>		Safety Manager.

(This list supersedes list dated September 1, 1977)

DIVISION AND BRANCH	NAME	POSITION
<u>COINING DIVISION</u>	William H. Darlington	Superintendent, Coining Division
	William E. Summers	Assist. Superintendent, Coining Division
	Harry V. Bobay, Jr.	Coin Production Supervisor
	Nathaniel Phillips	Coin Production Supervisor
	Tom E. Tahi	Coin Production Supervisor
	William J. Beston (S/L-ret)	Coin Production Supervisor
Coin Blanking Branch	Tony Tenorio	Coin Press Foreman WS-10 To WS-3
	Thomas G. Duzenack	Coin Press Foreman WS-8 To WS-5
Process Weigh Branch	Leroy G. Foglesong	Fork Lift Foreman WS-6 To WS-5
	Arthur S. Thorne	Fork Lift Foreman WS-6 To WS-3
Counting & Reviewing Branch	Leroy E. Neve	Coin Counting Machine Foreman WS-9 To WS-6
	Cecil J. Barber	Coin Counting Machine Foreman WS-6 To WS-4
	William Rodgers	Coin Counting Machine Foreman WS-6 To WS-4
Annealing Branch	Donicio Madrid	Annealing Foreman —
	Harry J. McCullough	Annealing Foreman —
	William E. Otteson	Annealing Foreman —
Materials Handling Branch	Victor R. Thaete	Materials Handling Foreman WS-8 To WS-5
Coin Press Branch	Jerry T. Cieloha	(ABOLISHED) Coin Press Foreman WS-11 To WS-8
	Paul S. Monahan	Coin Press Foreman WS-9 To WS-8
	Michael P. Lantz	Coin Press Foreman WS-8 To WS-6
	George A. Hernandez	Coin Press Foreman WS-8 To WS-6
	Robert B. Julye	Coin Press Foreman WS-8 To WS-6
	Larry K. Sweet	Coin Press Foreman WS-8 To WS-6
Upsetting Branch	James H. Martin	Upsetting Equipment Foreman WS-6 To WS-5
	Tito E. Rael	Upsetting Equipment Foreman WS-5 To WS-3

DIVISION AND BRANCH	NAME	POSITION
<u>SECURITY DIVISION</u>	Dean Q. Permenter	Security Officer
Guard Force	Julian Earp Floyd E. Betts Ernesto Casias David Hamilton Gregoy G. White	Captain of the Guard - Lieutenant of the Guard - Lieutenant of the Guard - Lieutenant of the Guard - Lieutenant of the Guard -
<u>BUILDING & MECHANICAL DIVISION</u>	Duane R. Sjaardema Lynn H. Heinz	Supt., B&M Division (Supvy. Mech. Eng.) Assist. Supt., Building & Mechanical Division
Machine Shop Branch	Clifford E. Phares William J. Erkman Walter J. MacKenzie	Machinist Foreman WS-11 To WS-10 Machinist Foreman WS-10 To WS-9 Machinist Foreman WS-10 To WS-9
Metal Working Branch	Wade B. Gose, Jr.	Maintenance Mechanic Foreman WS 11 To WS-10
Electrical Shop Branch	Francis F. Zordell Arthur Garner	Electrical Shop Foreman - Electrical Shop Foreman -
Building Maintenance Branch	Leroy S. Baca	Building Maintenance Foreman WS 10 To WS-9
Power Plant Branch	Earl B. Maiden	Power Plant Foreman -
Custodial Branch	Perfecto B. Abeyta Roand Garlington	Custodial Foreman - Custodial Foreman -
Preventive Maintenance Branch	Ralph E. Morgan	Preventive Maintenance Foreman -

Supervisory Positions Abolished

CTR WS-6 To WL-5

Upst WS-5 To WL-7

PW 2 WS-6 To 2 WL-5

Blanking 2 WS-8 To 1 WL-5

Assembly WS-8 To WL-8

~~P+D~~ - 2 WS-8 + 1 WS-11

Carpenter
Shop WS-8 -

So Dock -

Mach Shop WS-9

12 positions

out of 30

21 left

- 9

Supervisors Displaced

1 Apodaca

2 Smeeba

3 Pickell

4 Vague

5 Checon

6 Watkoni

7 Zamora

8 Ortega

9 Ladgner

10 A Hill

11 Langhorne

12 Tenorio

13 Dizonak

14 Olvise

15 Theate

16 Mack

PROCEDURES FOR PROCESSING WRITTEN REPRIMANDS (Exhibit 1)

Supervisor	Division Head	Personnel Division
<p>1. Gets all sides of the story and submits written report to division head.</p>	<p>2. Reviews case and refers to Personnel Division for procedural review.</p> <p>5. Issues letter to employee and returns signed copy to Personnel.</p> <p><i>was reprimand forwarded to Personnel for signature</i></p> <p><i>No letter signed and returned by employee</i></p>	<p>3. Reviews case for soundness and procedural accuracy.</p> <p>4. Prepares letter of reprimand and forwards it to the division head for signature and delivery to employee.</p> <p>6. Maintains completely documented file on case.</p> <p>7. Places a copy of notice on left-hand side of official personnel folder.</p> <p>8. Removes notice at the end of one year.</p>

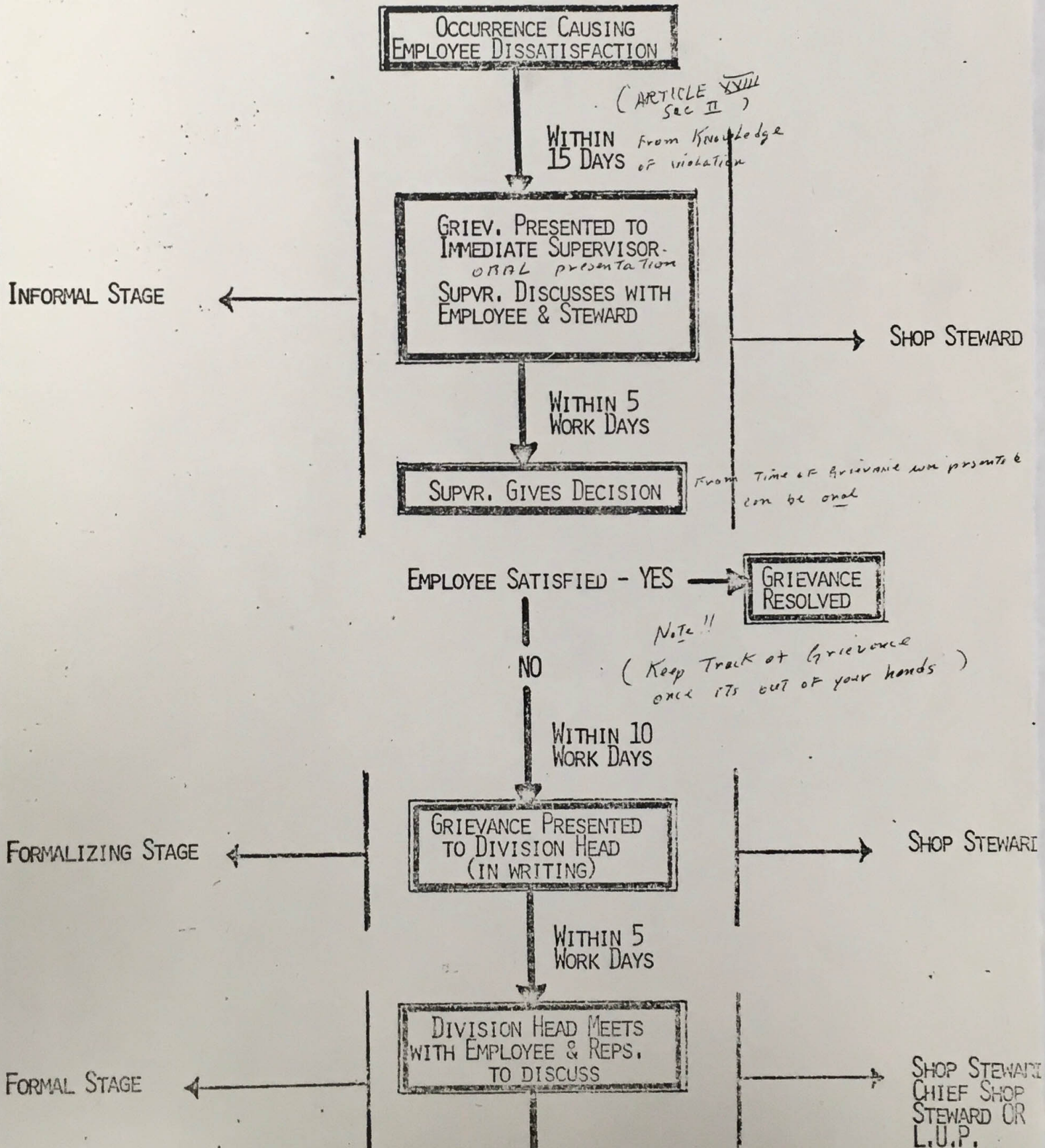
PROCEDURES FOR PROCESSING SUSPENSIONS, DEMOTIONS AND REMOVALS (Exhibit 2)

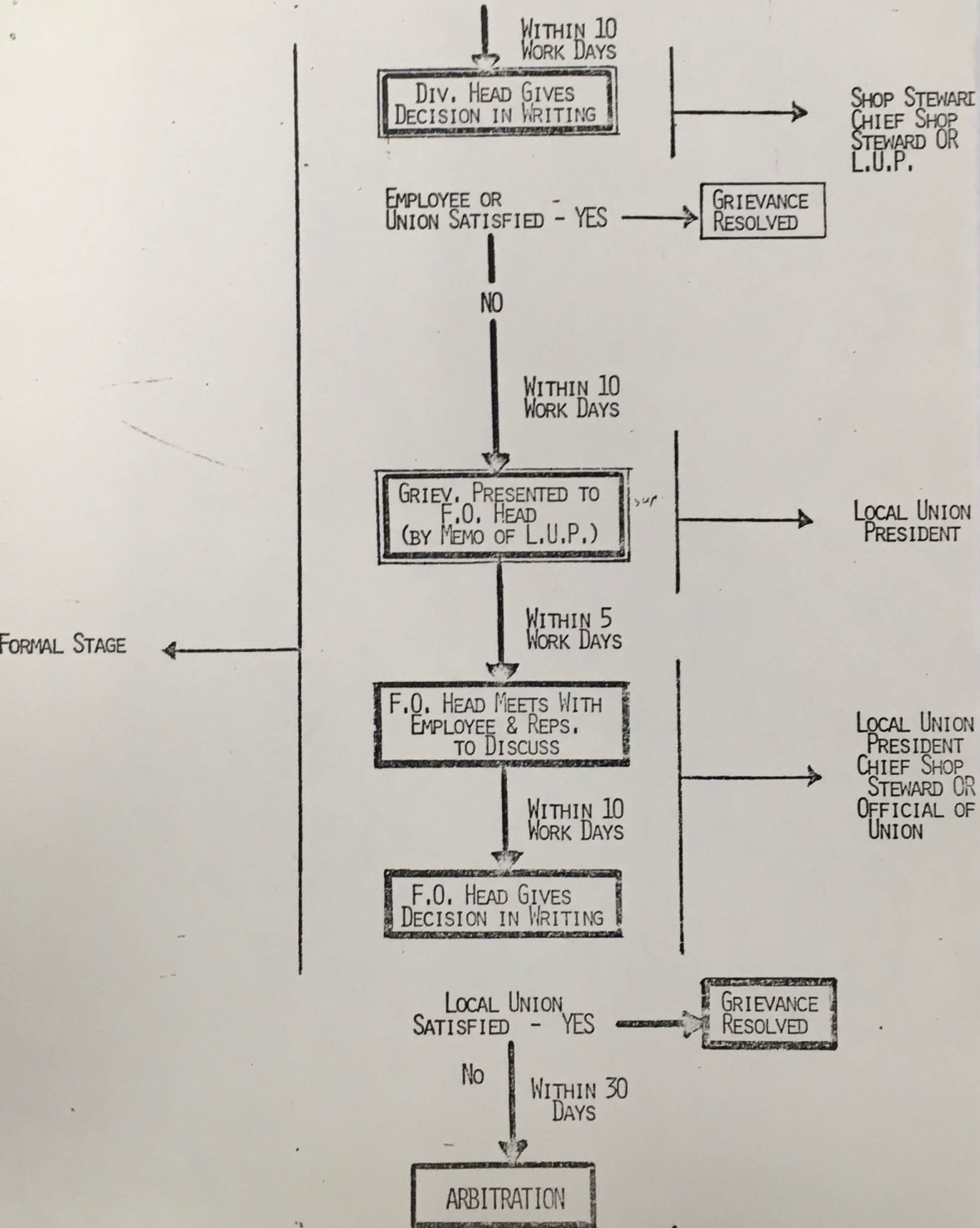
Supervisor	Division Head	Head of Local Office	Personnel Division
<p>1. Gets all sides of the story and submits written report to division head.</p>	<p>2. Reviews case and refers to institution head with recommendation.</p> <p>5. Issues notice to employee. Returns signed copy to Personnel.</p> <p>7. If it is decided that disciplinary action will be taken, prepares SF 52 and forwards case to Personnel Division.</p> <p>9. Issues notice and returns signed copy to Personnel.</p>	<p>3. Reviews case; notifies division head of concurrence or non-concurrence in recommendation. Forwards complete case to Personnel Division in the case of concurrence. If case is dropped, returns all material to division head.</p> <p>6. Considers employee's oral and/or written reply and affidavits together with division head and Personnel Officer.</p>	<p>4. Reviews case; investigates further, if necessary; interviews employee, if appropriate. Prepares notice of proposed action, for signature of institution head, and forwards to division head for issuance to employee.</p> <p>8. Prepares notice of decision, for signature of head of office, and forwards to division head for issuance to employee. Prepares SF 50 for signature of head of office.</p> <p>10. Maintains file on case. Sends a copy of notice to the Office of the Director.</p>

NEGOTIATED GRIEVANCE PROCEDURE
U.S. WINT (DENVER P.O.)

STAGE OF
GRIEV. PROC.

UNION REPS.
PRESENT





Standard Position Description
Bureau of the Mint
Sergeant of the Guard, GS-085-6

Introduction

The Sergeant of the Guard positions are located in the Security Sections of the field facilities of the Bureau of the Mint. These facilities and their functions are listed in the introduction to the position description for Guard GS-085-5, Bureau of the Mint.

The field offices of the Bureau of the Mint are properties of critical importance to the nation and are basic to the economic stability, the internal security and the welfare of the United States. The guard force is armed and protects the Mint buildings, grounds, and monetary values in custody or in process. The force serves on a 24-hour basis, on a continuing rotation system with full responsibility for assigned posts or special duty and is thereby required to maintain the broad scope of security and other regulations peculiar to the many facets of Guard responsibilities.

Duties

1. Supervisory

Sergeants of the Guard of the Bureau of the Mint serve under the direct supervision of a Lieutenant of the Guard who is in full command of the shift to which assigned. The Sergeant of the Guard acts as second-in-command of the shift and assumes full responsibility for the shift in the Lieutenant's absence. Details guards to posts and patrols and gives them instructions concerning special duties or conditions. Gives special instructions to guards who will act as guides for depositors, visitors, contractors, etc.

2. Patrols and Inspection of Posts

Visits the various guard posts throughout the secure area during the tour of duty. Receives guards reports and observes conditions to insure proper vigilance is being maintained. May relieve guards at regular intervals. Makes full written report of all findings made in the course of the patrols and recommends correction if necessary. May be required to take quick action to correct a condition of theft; fire, damage, security or safety hazard detected during patrols. Must know location of all fire alarm boxes, fire fighting equipment, main water, heating, electrical controls so that he may take immediate action should an emergency arise.

3. Entrance-Exit Posts

Acts as supervisor at the entrance and exit of employees, visitors, contract personnel and any other person who enters the Mint buildings or grounds. Observes that employees, visitors, etc. are properly recorded in and out and that necessary inspections are performed to prevent theft or sabotage. Conducts inspections. Takes action on and later reports

any unusual condition observed.

4. Police Power

Serves as a United States Special Policeman having the same power as a sheriff or constable in policing Bureau of the Mint buildings and grounds to enforce the laws enacted for the protection of persons and property and to prevent breaches of the peace, to suppress affrays or unlawful assemblies and to enforce any rules and regulations made and promulgated by the Secretary of the Treasury, the Director of the Mint, or their subordinates.

5. Special Assignments

Performs a variety of special assignments including: (a) contracting local police by call box or radio at regular intervals; (b) acting as Range Officer to supervise the marksmanship training and practice of all guards and other designated personnel; (c) training new guards in routine duties; (d) supervising the use of special equipment such as fire extinguishers, first aid, riot control or special arms; (e) may act as Supply Officer for the guard force and take charge of receiving, issuing and accounting for ordnance and uniforms; (f) fingerprinting all new employees; and (g) answering telephone calls after business hours.

6. Other

Must qualify as a marksman in the use of revolvers at least twice a year. Must also qualify in the use of the following weapons: sub-machine guns, riot guns and shotguns. Must know how to use tear gas equipment and gas mask. Receives periodic refresher courses in first aid, safety, fire prevention, identification, emergency actions, care and use of small arms. Receives special training on special weapons, preservation of evidence, public relations and report writing. By the nature of this position, the incumbent is processed for a full-field investigation. He must be willing to work on any tour of duty as the needs of the Bureau of the Mint may require.

Supervision and Guidance Received

Works under the general direction of Guard Supervisors (Lieutenant and Captain) who make assignments and give instructions. The incumbent is expected to exercise judgment and translate orders received to situations encountered and duties to be performed through experience, broad knowledge and the application of strict security regulations. Guides include the Bureau of the Mint Handbook for Guards, Post Orders, Federal Regulations, rules of evidence, arrest procedures and specialized information pertaining to unusual assignments.

EVALUATION STATEMENT

The duties of this position have been evaluated based on the level assigned the standard guard position of the Bureau of the Mint, GS-085-05. The Sergeant of the Guard has direct supervision over the guards and has responsibilities involving work planning, organization, assignment and review. One grade is added to the level of the work supervised.

Final Classification GS-085-06

Amendment to Position Description

Organization - Department of the Treasury
Bureau of the Mint
U. S. Mint, Denver, Colo.
Security Division

Position - Sergeant of the Guard GS-085-06 PD# 7-411

Delete: From paragraph 6. The word sub-machine guns.

Add: To paragraph 5. It is mandatory that the incumbent satisfactorily complete Law Enforcement Training courses as specified by management.

Must be familiar with and able to perform routine operation and functions of the master security control panel.

Add after last paragraph. Performs other related duties as assigned.

(Signature) Employee - Date

(Signature) First Line Supv - Date

<u>Name</u>	<u>Title, Pay Plan, Series & Grade</u>	<u>Position Description Number</u>
Lee, Robert E.	Sgt. Guard Supervisor GS-085-06	7-411
Mosher, Lawrence R.	Sgt. Guard Supervisor GS-085-06	7-411
White, Horace E.	Sgt. Guard Supervisor GS-085-06	7-411

FEDERAL MANAGERS' ASSOCIATION

(Formerly National Association of Supervisors, Federal Government)

First Vice President

WILLIAM H. HAMILTON
1218 Roderick Avenue
Oxnard, CA 93030
(805) 483-7563



President

ROD MURRAY
P.O. Box 7007
Charleston Heights, SC 29405
(803) 743-4827



Secretary

CHARLES L. BUTLER
3260 Park Lane
Lafayette, CA 94549
(415) 934-7452

Second Vice President

LEONARD J. STEWART, JR.
Route 10, Box 714
Pensacola, FL 32506
(904) 452-4376

Executive Director

BUN B. BRAY, JR.
(National Office)
2300 S. 9th St., Suite 511
Arlington, VA 22204
(703) 892-4408

Treasurer
ROBERT L. STURDIVANT
4180 Candleberry Avenue
Seal Beach, CA 90740
(213) 430-7770

Vice Pres., Zone 1A

MICHAEL E. MINAHAN
257 Stowe Avenue
Troy, NY 12180
(518) 274-4572

Vice Pres., Zone 1B

KENNETH F. POTTS
1201 Shore Road
Chesapeake, VA 23323
(804) 487-7493

Vice Pres., Zone 2A

VIRGINIA H. HOUSTON
Anacortes, WV 98221
(206) 293-7532

Vice Pres., Zone 2B

MELVIN J. RICHARDSON
5425 Belgrave Place
Oakland, CA 94618
(415) 655-3312

Vice Pres., Zone 3A

JACK C. PRICE
441 Vickie Lane
Clearfield, UT 84015
(801) 825-3680

Vice Pres., Zone 3B

TITO E. RAEL
8963 W. Rice Avenue
Littleton, CO 80123
(303) 979-0594

Vice Pres., Zone 3C

BERTRAM L. LESLIE
8206 Turquoise
El Paso, TX 79904
(915) 751-3190

Vice Pres., Zone 4

RONALD F. MALILAY
1374 Komo Mai Drive
Pearl City, HI 96782
(808) 455-5737

FEDERAL MANAGERS' ASSOCIATION

(Formerly National Association of Supervisors, Federal Government)

First Vice President
WILLIAM H. HAMILTON
1218 Roderick Avenue
Oxnard, CA 93030
(805) 483-7563



Second Vice President
LEONARD J. STEWART, JR.
Route 10, Box 714
Pensacola, FL 32506
(904) 452-4376

President
ROD MURRAY
P.O. Box 7007
Charleston Heights, SC 29405
(803) 743-4827

Executive Director
BUN B. BRAY, JR.
(National Office)
2300 S. 9th St., Suite 511
Arlington, VA 22204
(703) 892-4408



Secretary
CHARLES L. BUTLER
3260 Park Lane
Lafayette, CA 94549
(415) 934-7452

Treasurer
ROBERT L. STURDIVANT
4180 Candleberry Avenue
Seal Beach, CA 90740
(213) 430-7770

Vice Pres., Zone 1A
MICHAEL E. MINAHAN
257 Stowe Avenue
Troy, NY 12180
(518) 274-4572

Vice Pres., Zone 1B
KENNETH F. POTTS
1201 Shore Road
Chesapeake, VA 23323
(804) 487-7493

Vice Pres., Zone 2A
VIRGINIA H. HOUSTON
Anacortes, WV 98221
(206) 293-7532

Vice Pres., Zone 2B
MELVIN J. RICHARDSON
5425 Belgrave Place
Oakland, CA 94618
(415) 655-3312

Vice Pres., Zone 3A
JACK C. PRICE
441 Vickie Lane
Clearfield, UT 84015
(801) 825-3680

Vice Pres., Zone 3B
TITO E. RAEL
8963 W. Rice Avenue
Littleton, CO 80123
(303) 979-0594

Vice Pres., Zone 3C
BERTRAM L. LESLIE
8206 Turquoise
El Paso, TX 79904
(915) 751-3190

Vice Pres., Zone 4
RONALD F. MALILAY
1374 Komo Mai Drive
Pearl City, HI 96782
(808) 455-5737

FEDERAL MANAGERS' ASSOCIATION

(Formerly National Association of Supervisors, Federal Government)

First Vice President

WILLIAM H. HAMILTON
1218 Roderick Avenue
Oxnard, CA 93030
(805) 483-7563

Second Vice President

LEONARD J. STEWART, JR.
Route 10, Box 714
Pensacola, FL 32506
(904) 452-4376



President

ROD MURRAY
P.O. Box 7007
Charleston Heights, SC 29405
(803) 743-4827

Executive Director

BUN B. BRAY, JR.
(National Office)
2300 S. 9th St., Suite 511
Arlington, VA 22204
(703) 892-4408



Secretary

CHARLES L. BUTLER
3260 Park Lane
Lafayette, CA 94549
(415) 934-7452

Treasurer

ROBERT L. STURDIVANT
4180 Candleberry Avenue
Seal Beach, CA 90740
(213) 430-7770

Vice Pres., Zone 1A

MICHAEL E. MINAHAN
257 Stowe Avenue
Troy, NY 12180
(518) 274-4572

Vice Pres., Zone 1B

KENNETH F. POTTS
1201 Shore Road
Chesapeake, VA 23323
(804) 487-7493

Vice Pres., Zone 2A

VIRGINIA H. HOUSTON
Anacortes, WV 98221
(206) 293-7532

Vice Pres., Zone 2B

MELVIN J. RICHARDSON
5425 Belgrave Place
Oakland, CA 94618
(415) 655-3312

Vice Pres., Zone 3A

JACK C. PRICE
441 Vickie Lane
Clearfield, UT 84015
(801) 825-3680

Vice Pres., Zone 3B

TITO E. RAEL
8963 W. Rice Avenue
Littleton, CO 80123
(303) 979-0594

Vice Pres., Zone 3C

BERTRAM L. LESLIE
8206 Turquoise
El Paso, TX 79904
(915) 751-3190

Vice Pres., Zone 4

RONALD F. MALILAY
1374 Komo Mai Drive
Pearl City, HI 96782
(808) 455-5737

National Association of Supervisors

Federal Government



EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

2300 South 9th Street Suite 511
Arlington, Virginia 22204
703-892-4408

EXECUTIVE ASSISTANT
Barbara Morgan

National Association of Supervisors

Federal Government



EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

2300 South 9th Street Suite 511
Arlington, Virginia 22204
703-892-4408

EXECUTIVE ASSISTANT
Barbara Morgan

National Association of Supervisors

Federal Government



EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

2300 South 9th Street Suite 511
Arlington, Virginia 22204
703-892-4408

EXECUTIVE ASSISTANT
Barbara Morgan

National Association of Supervisors

Federal Government



2300 South 9th Street Suite 511
Arlington, Virginia 22204
703-892-4408

EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

EXECUTIVE ASSISTANT
Barbara Morgan

National Association of Supervisors

Federal Government



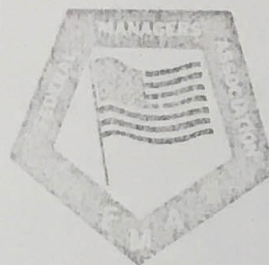
2300 South 9th Street Suite 511
Arlington, Virginia 22204
703-892-4408

EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

EXECUTIVE ASSISTANT
Barbara Morgan

Federal Managers' Association

(Formerly National Association of Supervisors Federal Government)



PRESIDENT

Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827

SECRETARY

Charles L. Butler
3260 Park Lane
Lafayette, CA 94549
415-934-7452

NATIONAL OFFICE

Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4408

EXECUTIVE DIRECTOR

Bun B. Bray, Jr.

Federal Managers' Association

(Formerly National Association of Supervisors Federal Government)

PRESIDENT

Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827

SECRETARY

Charles L. Butler
8260 Park Lane
Lafayette, CA 94549
415-934-7452



NATIONAL OFFICE
Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4408

EXECUTIVE DIRECTOR
Bun B. Bray, Jr.

Federal Managers' Association
(Formerly National Association of Supervisors Federal Government)

PRESIDENT

Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827

SECRETARY

Charles L. Butler
8260 Park Lane
Lafayette, CA 94549
915-934-7452



NATIONAL OFFICE

Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4403

EXECUTIVE DIRECTOR

Bun B. Bray, Jr.

Federal Managers' Association

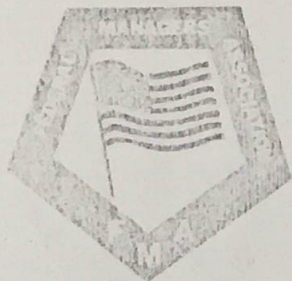
(Formerly National Association of Supervisors Federal Government)

PRESIDENT

Rod Murray
P.O. Box 7007
Charleston Heights, SC 29405
803-743-4827

SECRETARY

Charles L. Butler
3260 Park Lane
Lafayette, CA 94549
415-934-7452



NATIONAL OFFICE

Suite 511
2300 South 9th St.
Arlington, VA 22204
703-892-4408

EXECUTIVE DIRECTOR

Bun B. Bray, Jr.

H.R. 4477 6/14/79 ; Misc.

ALDREY P. 1982
M. 1982
M. 1982
M. 1982

